



Chief Social Work Officer Annual Report 2019/20



Artwork credit with thanks to *Lisa Z* from OWLS

"The painting is one I did the other day, my submission to the Grayson Perry's Art Club on Channel 4, for the theme 'View from my window'. I used to see this couple walking by every morning, they must be in their 80's/90's, and the sight of them would always bring a smile to my face. Haven't seen them for a couple of weeks now, hope they're ok."

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1 Introduction

This Chief Social Work Officer Annual Report for 2019/20 provides an overview of social work and social care delivery, statutory social work functions as well as local achievements and challenges. Although this report looks back over the last financial year, it has been written at a time when our social work and social care services have been dealing with unprecedented demands as a result of the impact of the COVID-19 pandemic. Social work and social care staff have worked ceaselessly, skilfully and professionally, facing their own fears and anxieties with huge selflessness as they have continued to care for and protect the people they support.

I would like to thank each frontline care worker, social worker and unpaid carer for the compassion, commitment and hard work that has been demonstrated in huge measure across Perth and Kinross. I would also like to thank care providers, their representative bodies, our managers and a wide range of local organisations who have worked at pace and in partnership to support the care sector during this difficult time.

The measures to combat COVID-19 have been necessary to save lives. But those measures also cause harm and can have negative impacts on people in our society who are least able to withstand them. Sadly, Scotland has witnessed the loss of lives across its communities and in care homes. The harms caused by the pandemic are not felt equally and our recovery must recognise these unequal impacts. Just as we have sought to shield those most at risk during lockdown, we must continue to provide additional support for those who will need it into the longer term and seek to advance equality and protect human rights.

I am confident that our social work and social care staff across all sectors have done everything possible to minimise the impact of COVID-19 and have acted professionally, selflessly and safely throughout this unparalleled time. They stepped up to the plate reliably to provide essential services for people from the point of lockdown, learning to work in new ways and managing increasingly complex circumstances and entrenched difficulties. The work has been relentless as the unremitting demands of the pandemic has continued. I am conscious of the need to support our skilled and valued staff in new ways as we pass six months of working through the complexities and stresses of COVID-19, as looking ahead, there is still a lot to do. The demand for social work and social care services has increased as lockdown has been eased, and winter is approaching. Nationally, and locally we will need to consider how the most vital services of social work and social care are properly recognised and strengthened. This report aims to reaffirm the value of the skilled and devoted people we have. During COVID-19, the additional demands in both adult and children's services have been acute, yet staff have rallied. In this report, I acknowledge how difficult that will be to sustain in the longer term without additional resources and highlight areas with a pressing need for increased capacity in the short to medium term.

As Chief Social Work Officer, I am both proud and humbled by the dedication, creativity and quiet can-do attitude of everyone working in social work and social care in Perth and Kinross. They consistently go the extra mile and are truly dedicated to making a positive and lasting impact on the lives of our more vulnerable citizens.

Jacquie Pepper
Chief Social Work Officer

2 Governance and Accountability

Discharging the requirements of the Chief Social Work Officer

The role of Chief Social Work Officer (CSWO) includes providing professional governance, leadership and accountability for the delivery of social work and social care services.

The CSWO reports to the Chief Executive, Elected Members and Integration Joint Board. Alongside the role of CSWO, the current CSWO is also the Depute Director of Education and Children's Services.

The CSWO has direct access to Elected Members, the Chief Executive, Chief Officer of the Integration Joint Board, Executive Directors, Heads of Service, managers and front-line practitioners both within the Council and Health and Social Care Partnership, and with partner agencies in relation to professional social work issues. During 2019/20, the CSWO discharged the requirements of the role as follows:

- Reporting to a range of Perth and Kinross Council committees
- Member of the Council's Executive Officer Team and Corporate Management Group
- Access to elected members, Chief Executive and Chief Officers as required
- Member of the Community Planning Partnership delivery groups for Children, Young People and Families and Community Justice
- Member of the Perth and Kinross Chief Officers Group for Public Protection
- Member of the Adult and Child Protection Committees (including chairing the Multi-agency Practice Review Group and providing advice and challenge in relation to case review)
- Close links with key partnerships such as Violence Against Women Partnership and Alcohol and Drug Partnerships and is linked to the Multi-Agency Public Protection Arrangements (MAPPA) Strategic Oversight Group for Tayside;
- Non-voting member and professional advisor to the Perth and Kinross Integrated Joint Board (IJB)
- Non-voting member and professional advisor to the Perth and Kinross Integrated Joint Board's Audit and Performance Committee
- Co-chair of the Health and Social Care Partnership's Care and Professional Governance Forum
- Member of the NHS Tayside Clinical Quality Forum alongside the CSWO for Angus and Dundee

The CSWO takes part in the budget review process across all relevant services ensuring that the needs of vulnerable and at-risk groups needs are highlighted and considered. The CSWO also leads the Council's panel for safe recruitment, ensuring proportionate decision-making to protect service-users and the public and at the same time ensuring that the Council is an inclusive employer. The CSWO is the lead signatory for the Scottish Social Services Council as the regulator of the social care workforce ensuring that the codes of practice are adhered to and acting as a point of contact when there are concerns about an employee's fitness to practice.

The Heads of Service for Adult Social Work and Services for Children, Young People and Families, as senior social work leaders, support the CSWO to have oversight of key local, regional and national developments and considering the most appropriate local response.

The CSWO has continued to provide visible leadership over the last year by meeting with staff teams across Perth & Kinross to learn first-hand of the issues faced by the workforce in social work services and to encourage good practice and innovation. This has included visits to day care centres, care homes, out of hours services, practice teams, the two prisons and opportunities to engage with staff and people who use services.

In support of the Tayside Children's Services Collaborative, the CSWO chairs Priority Group 5 of the Tayside Children's Services Plan which is taking forward a collaborative approach across the three Child Protection Committees to improve practices and standards in child protection and safeguarding.

Nationally, the CSWO takes part in bi-monthly meetings of all 32 CSWO supported by Social Work Scotland. She is also Co-Chair of Social Work Scotland's Children and Families Standing Committee and a member of Scottish Government Steering Groups for the revision of the National Child Protection Guidance and a new strategic approach for conducting Significant Case Reviews.

COVID-19 Response

During the emergency response to the national pandemic presented by COVID-19, the Chief Social Work Officer was a member of Perth and Kinross Council's Gold Command and attended daily and weekly meetings to ensure that the Council responded quickly and effectively, ensuring that the most vulnerable and at-risk citizens needs were met.

The priority for social work and social care services was to focus on the delivery of *essential* services. The immediate response to the pandemic required the identification of the highest priority services, adequately resourcing these and adapting delivery in line with government guidelines. The Chief Social Work Officer ensured the design and publication of local practice guidelines, robust guidance on risk assessment and the use of Personal Protection Equipment (PPE) applicable to the range of tasks carried out by all social work and social care staff.

The Coronavirus (Scotland) Act 2020 (the Act) commenced in April 2020 and provided Local Authorities and Integration Authorities with the power to apply easements to statutory requirements set out in:

- Section 12A of the Social Work (Scotland) Act 1968—this relates to the duty to support people in need of assistance, carry out an assessment of need and to act to meet these needs;
- Section 23 of the Children (Scotland) Act 1995—this relates to the duty to safeguard and promote the welfare of children in particular for children and their families affected by disability;
- Section 29 of the Children (Scotland) Act 1995—this relates to the duty to provide after-care (in the form of advice, guidance and assistance) to young people, for example, those who were formerly looked after; and
- Section 24 of the Social Care (Self-directed Support)(Scotland) Act 2013 and Sections 6 and 12 of the Carers (Scotland) Act 2016—these relate to the duty to provide support to adult carers and young carers.

The purpose of the Act and associated statutory guidance was to allow local authorities and integration authorities to manage intense localised outbreaks and to work in a more flexible way to assess and meet needs. Demand pressures and staffing have been monitored closely since March 2020 and reported through the Gold Command arrangements. It has not been necessary to apply these powers to date. Staff and managers have responded with huge determination to continue to offer the optimum response and level of service to all service users and it is to their credit that statutory requirements have continued to be met. As we move into winter and with the prospect of a resurgence of the virus, the option to “switch on” these easements will remain under constant review.

The Chief Social Work Officer was also a member of the Perth and Kinross Interim COVID-19 Public Protection Chief Officer's Group and Adult and Child Protection Executive Group established on 24 March 2020 in response to the COVID-19 pandemic, to ensure business continuity and delivery of frontline services. Initially, meetings were held twice weekly, then weekly and currently fortnightly and up to the 31 July 2020, a total of 19 meetings were held. Membership of the Group included representatives from all the public protection partnerships and key representatives from education, health, police, social work, children's services and adult services. Much of the work focussed on ensuring the continued effective delivery of frontline services informed by weekly local data and risk management.

The Scottish Government published interim guidance for Child Protection and Adult Protection with our position considered against the national guidance. Following assessment, it was concluded that the local interim arrangements we had already put in place were fully compliant. A positive

development has been the creation of a Protecting People weekly meeting with a wide representation of partner agencies that allows practitioners to present and discuss complex cases arising in the community and requiring a multi-agency response.

The Chief Social Work Officer was also a member of the Tayside-wide COVID-19 Enhanced Professional Clinical and Care Strategic Oversight of Care Homes Group (SOCHG). The SOCHG is responsible and accountable for the provision of clinical and professional oversight, analysis of issues, and development and implementation of solutions required to ensure Tayside's Care Homes remain as safe and as free from COVID-19 as possible and to sustain services during the COVID-19 Pandemic.

The Chief Social Work Officer contributed to the development of local monitoring arrangements for care homes to ensure that care quality and adult protection were key aspects of the local oversight and support for care homes. During the response to COVID-19, the Chief Social Work Officer met with the Perth and Kinross oversight group, Care Home Managers and Care at Home Managers to understand the challenges they were experiencing and to offer support. Daily huddles were set up in May 2020 to support 43 care homes in Perth and Kinross, reducing to twice weekly meetings from July 2020. The Perth and Kinross Oversight Group undertook joint health and social care assurance visits to all care homes and provided support to address infection control, and implement mitigating measures during the pandemic. The oversight group has also facilitated COVID-19 staff testing for all health and social care staff and supported care homes during localised outbreaks. This successful approach will be continued along with the introduction of a multi-disciplinary care home support team over the longer term.

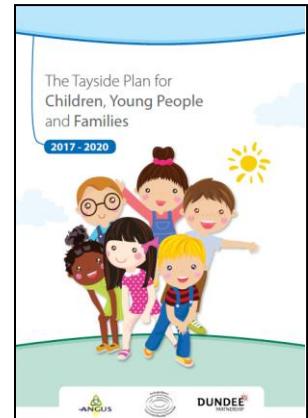
Organisational Governance

Social work services in Perth and Kinross operate within the context of the following governance structures.

Perth and Kinross Community Planning Partnership

The 2017-2027 Community Plan/Local Outcomes Improvement Plan for Perth and Kinross provides the overarching vision and key objectives for all services. The plan aims for positive outcomes for everyone in the area and to tackle stubborn and persistent inequalities which can reduce life chances and opportunities. The Plan is about improving the lives and experiences of everyone who lives, works and visits here and its delivery is overseen by the Community Planning Partnership (CPP). This Community Plan is about positive outcomes for everyone in Perth and Kinross; prioritising preventive approaches; and tackling stubborn inequalities where they exist and the vision is ***about creating a confident, ambitious and fairer Perth and Kinross, for all who live and work here.***

The joint Tayside Children's Services Plan (CSP) for 2017-20 sets out a shared and compelling vision that "***Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up***". Collaboration across local authorities has been promoted and supported by the activity of the Tayside Regional Improvement Collaborative (TRIC). The joint plan serves to meet our requirements in relation to integrated planning for children's services and to raise attainment through the TRIC. A collaborative approach to delivering the aims of the CSP has been developed and over the last 12 months, 5 multi-agency regional Priority Groups have continued to focus on the delivery of action plans which aim to build and make best use of available capacity across the three areas. There have been significant developments over the last year in relation to five key priorities. Progress is reported to the Children, Young People and Families Partnership and Lifelong Learning Committee.



The collective achievement of community justice outcomes, at a Perth and Kinross level, is the responsibility of the Community Justice Partnership. Statutory partners have produced a local plan for community justice, known as a Community Justice Outcomes and Improvement Plan (CJOIP). The statutory partners are required to engage and involve the Third Sector in the planning, delivery and reporting of services and improved outcomes and report on progress against the CJOIP annually. The Perth and Kinross Community Justice Partnership was established in April 2017 and is working towards the outcomes set in its 3-year CJOIP.

Perth and Kinross Council

Social work services for children, young people and families are managed within the Council's Education and Children's Services and the Head of Services for Children, Young People and Families. Service priorities include:

- Keeping children and young people safe and protected;
- High quality experiences and outcomes for children and young people who are looked after; and
- Keeping children and young people within their own family's communities wherever possible.

Leadership of criminal justice social work services was integrated into Education and Children's Services in April 2018 and now managed by the Depute Director (Education and Children's Services) who is also the CSWO.

Perth and Kinross Integrated Joint Board and the Health and Social Care Partnership

Social work and social care services for adults are managed within the Health and Social Care Partnership and the Head of Adult Social Work and Social Care Services. Locality teams provide support for older people, adults with mental ill-health, adults with a learning difficulty or disability and addictions services.

The CSWO retains responsibility for the professional leadership and standards of Mental Health Officers in order to avoid a conflict of interest when social work staff make decisions about a person's capacity and the need for detention.

3 Service Quality and Performance

3.1 Public Protection

The Perth and Kinross Chief Officer's Group (COG) has oversight of all public protection matters including the work of the Child Protection Committee; the Adult Protection Committee; the Violence Against Women Partnership; the Multi-Agency Public Protection Arrangements Strategic Oversight Group (MAPPA SOG), Violence Against Women Partnership and the Alcohol and Drugs Partnership. The CSWO is a key member of these groups with a role to ensure connectivity between the respective agendas of these committees and in the identification of and mitigation of key risks. Over 2019/20, the COG intended to further strengthen its oversight and strategic direction of public protection with a programme of meetings with themed agendas.

The Adult and Child Protection Committees are chaired independently bringing support and challenge to these strategic arrangements. Both committees now report annually to Perth and Kinross Council and the Integrated Joint Board on standards and quality in child and adult protection. Over the last year, the Adult Protection and Child Protection Committees have continued to strengthen their connections, working together on a whole family approach unless there is a particular reason to work separately, culminating in a Joint Development Day in May 2019, which was an important step towards a coherent public protection strategy.

An independent chair for the Tayside MAPPA SOG has also been appointed working across the three local authority areas with the assistance of a MAPPA coordinator. An annual report on MAPPA activity is presented to the Community Justice Partnership, Chief Officers Group and the Council's Housing and Communities Committee.

In April 2019, the Chief Executive and the Chief Social Work Officer hosted a joint leadership event which brought together Chief Officers and members of CPCs across Angus, Dundee and Perth and Kinross. The revised national guidance for Chief Officers Groups was examined and a commitment was made to further explore collaborative leadership for public protection and support the implementation of best practice for multi-agency case reviews across Tayside. This has been advanced locally by commissioning a researcher with UK expertise to identify a profile of the children and families subject to case review in Tayside; themes and areas for practice improvement and policy implications. This work will also examine the effectiveness of our work to embed improvement. The completion of this work was delayed by COVID-19 and the final research report will be completed in September 2019 in time to develop a set of objectives for the Children's Services Plan for 2021-23 and set out a comprehensive multi-agency workforce development plan.

3.2 Adult Support and Protection

The Adult Protection Committee

Under section 42 of the Adult Support and Protection (Scotland) Act 2007, each council must establish an Adult Protection Committee. The membership should be multi-agency and include representatives of the council, the relevant NHS Board, the police and other organisations who have a role to play in adult protection.

The Perth and Kinross Adult Protection Committee (APC) oversees the multi-agency work of services for adults at risk of harm and is committed to continuous improvement.

It is a requirement that the committee publishes a biennial report on performance and within Perth and Kinross the Committee prepares an annual report, and this is presented to Perth and Kinross Council and the Integrated Joint Board for consideration and scrutiny.

The APC has continued to develop its oversight of adult protection and has identified key priorities for development for 2020/21. Effective engagement and participation with adults at risk and their carers using a range of technologies will be a priority going forward given the experiences under COVID-19. A multi-agency short-life working group has been established to ensure that practices across the public protection agenda take account of the changes required for working within the context of the pandemic and supports the development and continuation of new and effective practices.

The APC compares local management information with national data and examines any differences. The rising trend in vulnerable person's reports has continued from 2018/19 into 2019/20, however, performance in screening Adult Protection Concerns has remained high with 98% screened within 24 hours.

The variation in referrals relating to people with a learning disability and the number of referrals from Care Homes has been high compared to the national average and these will be areas for closer examination by the committee in the coming year. The main areas for closer examination are:

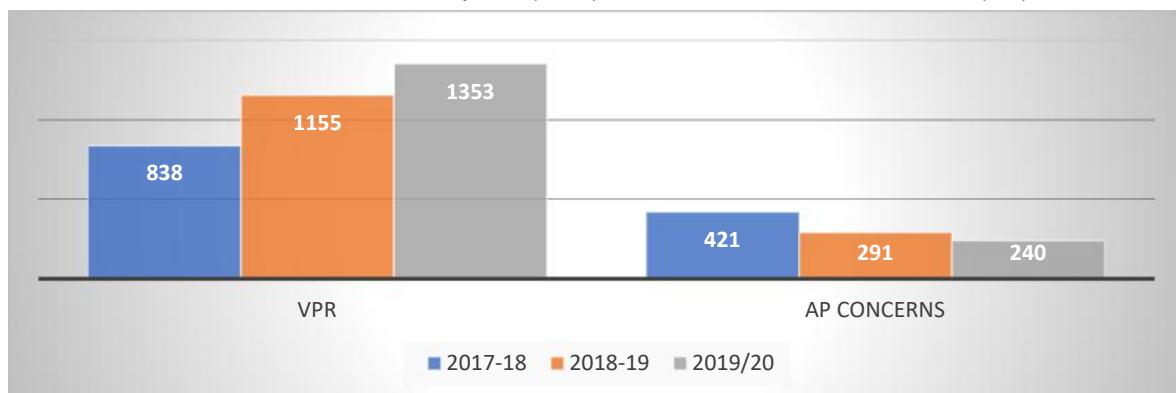
- An audit of referrals of people with learning disability as the numbers have fluctuated over the last 3 years.
- An audit of cases to examine decision-making as the conversion rate from Adult Support & Protection (ASP) investigation to Adult Protection Case Conference is low compared to national data.
- The number of referrals from Care Homes has been high compared to the national average.

Other areas include continued development of management information and ASP framework more focused on outcomes; engagement with minority groups and religious groups, re-evaluation of processes such as Inter-Agency Referral Discussion (IRD), adverse events, case conferences to take account of new ways of working. These areas are included within an improvement plan for 2020-21.

Management Information – Adult Protection

The Council must make inquiries about a person's well-being, property or financial affairs if it is believed that they are at risk and may need intervention to ensure they are kept safe. Over 2019/20, there were 1593 referrals that comprised 1353 Vulnerable Person Reports (VPR) from Police Scotland and 240 Adult Protection (AP) concerns. There had been a continuing reduction in the number of VPR over the past few years but although the number has increased over the last 2 years, it is still below the level experienced in 2014/15 (1523).

Table 1: Vulnerable Person Reports (VPR) and Adult Protection Concerns (AP)



Performance in screening Adult Protection Concerns has remained high with 98% screened within 24 hours and 204 proceeding to an adult protection process.

Older people, especially those over the age of 81, account for 39% (147) of all ASP cases and are disproportionately represented in relation to other age groups. The majority of people who may be at risk of abuse and harm were already receiving a care service and this indicated their high levels of dependency and vulnerability.

Over the last two years, the most common location for harm to have taken place is within the home address (56%) and just under one third (29%) of all adult support and protection investigations related to people resident in care homes. This may reflect the work that has been done with Care Homes, initially to heighten awareness of adult protection and more recently to offer support and advice to the sector in managing difficult situations.

The main forms of harm experienced by vulnerable adults have remained steady over the last year and these are financial harm (32%), physical harm (24%) and neglect (19%).

The key risk factors for people who need protection from harm are old age, dementia and frailty.

The proportion of people with a learning disability who were the subject of an adult protection investigation, remained steady over the last year. No protection orders were undertaken in 2019/20.

Table 2: Profile of adults who may be at risk of harm

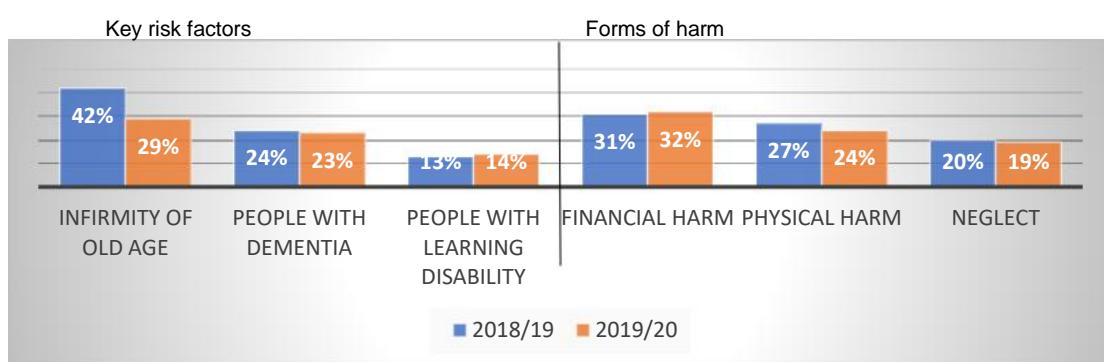


Table 3: Adult Protection Case Conferences (APCC)

Source	2015/16	2016/17	2017/18	2018/19	2019/20	Year on Year Change (%)				
						2015/16	2016/17	2017/18	2018/19	2019/20
Initial	15	10	8	10	8	N/A	-33%	-20%	25%	-20%
Large Scale Inquiry - Initials	0	9	8	0	0	N/A	0%	-11%	-100%	0%
Large Scale Inquiry - Review	0	5	5	2	0	N/A	0%	0%	-60%	-100%
Network Meeting	1	1	0	2	0	N/A	0%	-100%	0%	-100%
Review	12	12	2	10	4	N/A	0%	-83%	400%	-60%
Total	28	37	23	24	12	N/A	32%	-38%	4%	-50%

The number of APCCs has remained relatively low over the last 5 years compared to the number of ASP concerns received and investigations commenced. This area is currently the focus of independent audit to examine decision-making in this regard.

Historically, the number of large-scale investigations (LSI) where more than one person is identified as being at high risk in Perth and Kinross in relation to comparators. There have been measures put in place to reduce the number of LSI which has included awareness raising; early identification of concerns; and support from the Care Inspectorate where appropriate. The number of LSI has steadily reduced over the last five years from 22 in 2014/15 to 4 in 2018/19 and 3 in 2019/20. This is now more in line with national data.

There have been two Initial Case Reviews (ICR) undertaken over the last year with one progressing to a Significant Case Review (SCR). This review is underway and being taken forward by an experienced independent reviewer.

3.3 The Alcohol & Drug Partnership

The Alcohol & Drug Partnership (ADP) is a multi-agency strategic partnership which focuses on the misuse of substances in Perth & Kinross. Members include those agencies with an interest in providing treatment and intervention for people experiencing problem alcohol and drug use, and other key stakeholders. The ADP is responsible for developing local strategies for tackling, reducing and preventing problem alcohol and drug use. The ADP also has responsibility for planning and commissioning services to deliver improved core and local outcomes, taking account of local needs.

The ADP continues to develop a Recovery Oriented System of Care (ROSC), the recovery pipeline has been produced to help individuals and their families with their recovery journey. The aim is to sign-post to community resources which are inclusive in their approach and support the recovery of wellbeing. This is complementary to specialist or stand-alone support.

The Social Work Drug & Alcohol team is continuing to build and strengthen relationships with Community Safety, Housing & Homelessness and Services for Children, Young People and Families services and to increase knowledge of substance use related issues. The overall aim is to ensure that responses to Non-Fatal Overdose incidents and drug deaths are consistent across the area. The Non-Fatal Overdose Pathway is being developed and expanded to include a wide range of relevant staff across services.



The key priorities for all services which focus on substance misuse are **promoting recovery** and **harm reduction**. Ensuring timely responses and engagement of the person using these services is a key outcome. The Social Work Drug & Alcohol team has continued to meet the required timescale set out in the Health Improvement Efficiency Access to services and Treatment (HEAT) Standard ensuring that every person (100%) referred for a service will be seen, receive their first intervention and start a recovery plan within 21 days of referral.

The ADP has a workforce development plan to raise the level of skill/knowledge expected for different roles. This is underpinned by the National Trauma Training Framework and the ADP is working alongside the Scottish Government to support the development of a similar framework for Substance Use and Recovery.

Weekly “multi-agency assessment clinics” staffed by both statutory and third sector workers have been established in 2019/20 to improve outcomes for people and families in line with the Quality Principles for Care and Support in Drug & Alcohol Services. The Social Work Drug & Alcohol Team is also working with Scottish Prison Service to introduce a similar model within HMP Perth and HMP Castle Huntly.

At the start of lockdown, NHS Tayside Substance Misuse Service (TSMS) undertook reviews for every patient, to assess their prescribing regime (daily/weekly) and the potential for medications to be delivered, should this be required due to either, showing symptoms of COVID-19, complex issues or vulnerabilities. Through intensive multi-agency working between NHS, Council Substance Misuse and Hillcrest Futures Community Recovery Service, individuals have been successfully getting their prescriptions delivered.

To enable individuals/families and carers to make contact during lockdown, additional mobile duty phones were purchased. This allowed workers to respond to calls from people who were needing assistance or in distress. Moving forward, this approach will continue, and mobile duty phones will be shared along with a rota across all services to continue this much needed support.

With the use of technology, there are opportunities for triage meetings to meet up more than once a week enhancing support for individual/families/carers needs. Moving forward, people will be asked if they would like to be contacted through video conferencing, considering the current environment from the point of view of risk. The platform 'Near Me' as well as video conferencing through Microsoft Teams is currently being tested to allow the opportunity for this to be used for individual consultations and therapeutic interventions. This is also being used for prisoners and future prison and other group work sessions.

3.4 Mental Health Officers

The Chief Social Work Officer retains responsibility for the professional leadership and standards of Mental Health Officers (MHOs) in order to avoid a conflict of interest when social work staff make decisions about a person's capacity and the need for detention.

Perth & Kinross remains well-resourced with accredited and practicing MHOs. The Council is committed to the delivery of a sufficient, competent and confident MHO service and the workforce plan includes funding to support a minimum of one candidate through the MHO trainee programme each year. This is a post-graduate qualification for an experienced social worker. One MHO graduated in 2019/20 and the process is underway to identify candidates for 2020/21. The Scottish Government, through the Chief Social Work Adviser, provided national funding to address national shortages in MHO where this is most acute. Perth and Kinross did not receive any funding in 2019/20.

Local data for the period 2019/20 shows that there was a reduction in the use of the Mental Health (Care and Treatment) (Scotland) Act 2003 to safeguard the welfare of an adult or child in Perth and Kinross. This is commensurate with the national rates for the compulsion and comparable with the use of detention and compulsion across Angus and Dundee.

There has been an incremental increase in the use of Emergency Detention Certificates (EDC) which has more than doubled over the last 4 years. This was acknowledged in the recent Independent Inquiry Report into Mental Health Services in Tayside and a link made to the limited availability of suitably qualified psychiatrists across Tayside who are able to impose a Short-Term Detention Certificate (STDC). The use of a STDC is preferable to the use of EDC in that it provides greater rights of challenge and appeal to those being detained. Where an adult or child is subject to a STDC, there is a requirement for the MHO to complete a Social Circumstance Report which includes an assessment of risk, the reasons for the necessity for detention and to set out a person centred, multi-disciplinary discharge plan.

Table 4: The Number of Emergency Detention Certificates
(The Mental Health (Care and Treatment) (Scotland) Act 2003)

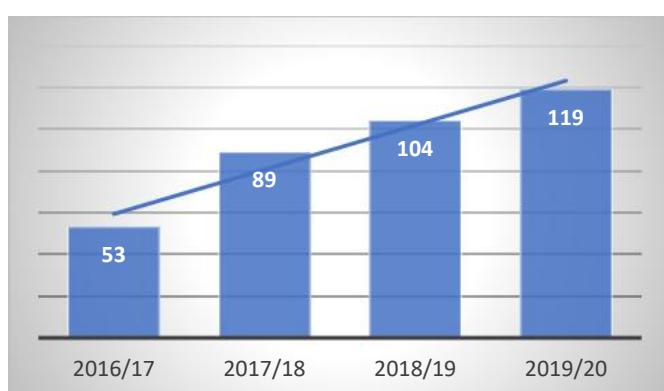
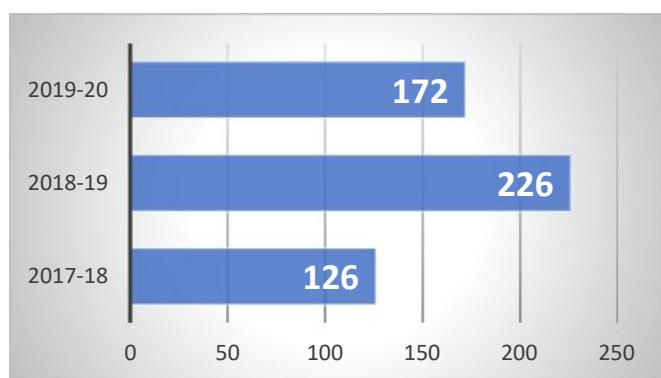


Table 5: The Number of Short-Term Detention Certificates
 (The Mental Health (Care and Treatment) (Scotland) Act 2003)



The MHO team has achieved 100% completion rate for Social Circumstance Reports within the required 21-day timescale. This compares very favourably to the National average of 36%. This high completion rate has been sustained over the 3 years (98% in 2017/18 and 99% 2018/19).

It has been recognised that data around the use of detention across Tayside needs to be better aligned with the mental health pathway and as part of the Mental Health Tayside – Whole System Recovery and Renewal Plans for 2020. The collation and analysis of MHO data can assist service planning and understanding trends in mental health activity. This is an important area for development for Perth & Kinross MHO service throughout 2020/2021.

The restrictions placed on the service as a consequence of COVID-19 has been minimal. Perth & Kinross Council played a central part in shaping a number of proposed ‘easements’ to Incapacity legislation due to the actual or proposed restrictions during COVID-19. After ongoing national review, the majority of these ‘easements’ were not implemented because it was considered that the pressure on services did not justify the implementation of these changes. MHOs continued to practice in line with existing legislation and legislative process.

The number of detentions used as a means to safeguard the welfare of an adult or child throughout the COVID-19 period dropped in the comparable reporting period throughout 2018/19. During this time, there were 45 Short Term Detentions and 36 Emergency Detentions, totalling 81 detentions between April 2020 and end of June 2020. This is commensurate with the use of detentions used across Angus and Dundee.

COVID-19 has brought a number of key challenges in delivering MHO services. However, much of the role is dictated by the different incapacity legislation. Therefore, although much of the workforce has successfully managed to work from home, much of the work has involved face to face contact. Therefore, the service delivery has been supported by the established PPE processes and pathways. Where face to face contact is not required, the service has engaged in meetings and mental health tribunals by using either telephone or video conferencing. COVID-19 has had no impact on the number of practicing MHOs between April and June 2020. As we move beyond COVID-19, the MHO role will, by and large, continue to be dictated by legislation

Welfare Guardianships

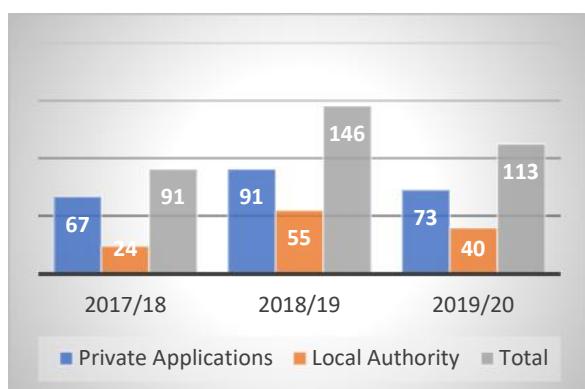
If an adult is considered incapable to make key decisions or take necessary actions to safeguard their welfare due to a mental illness, learning disability, dementia or related condition or an inability to communicate, a Court can appoint a welfare guardian to do this for them.

The Adults with Incapacity (Scotland) Act 2000 provides the legal framework for welfare guardians and the necessary authority to make key decisions using five key principles underpinning the Act. A welfare guardian may be a relative, friend or carer. Where guardianship is required to safeguard welfare and nobody else is able to take this, it is the local authority’s duty to make an application for guardianship.

A Mental Health Officer has responsibility for preparing an application for guardianship and the Court can appoint the Chief Social Work Officer to be a person's welfare guardian. The Act also sets out further duties and provisions that sit with a local authority relating to the supervision of those appointed as welfare guardian.

The reliance on welfare guardianship has reduced over 2019/20 as a result of continued use of person-centred, multi-agency case conferencing and identifying incapacity at its earliest point so that the least restrictive incapacity legislation can be implemented as a means of safeguarding welfare. This includes the use of Section 13za of the Social Work (Scotland) Act and promoting the use of Power of Attorney. The Mental Health Officer team is also able to respond promptly to all requests for Local Authority applications or Private Welfare Guardianships without any waiting lists. Guardianship orders reduced further as a result of COVID-19 restrictions.

Table 6: Welfare Guardianships



The Coronavirus (Scotland) Bill brought one key change to the implementation of the Adults with Incapacity (Scotland) Act. The Bill stopped the clock on guardianship orders that were due to expire on or after 3 April 2020 from lapsing, extending these automatically for 6-months. This decision was based on a number of factors, but primarily influenced by reduced Court time to allow guardianship applications to be heard and the difficulty in getting the required medical reports that underpins an application given pressures faced by General Practitioners (GPs) and other health practitioners elsewhere during the pandemic.

28 welfare guardianship orders within Perth & Kinross have or will have ordinarily lapsed between 3 April 2020 and 3 October 2020. This will undoubtedly bring the service additional pressure on or after 3 October 2020 in submitting 'lapsed' applications to ensure that adults remain safeguarded, as well as completing the pending backlog for those new applications that would have ordinarily been submitted during this 6-month period.

National guidance is awaited to set out the arrangements for reinstatement. An assessment of capacity to manage a potential temporary surge in guardianship applications has been carried out and it is anticipated that this can be met within existing resources.

Suicide Prevention

A comprehensive suicide prevention training programme is underway in Perth and Kinross. Partners work together to run awareness raising campaigns and training, as well targeted initiatives such as the Tayside Suicide Multi-Agency Review Group and Bereaved by Suicide Support. Training includes Scotland's Mental Health First Aid training; Suicide Intervention and Prevention Programme; safeTALK; and, specialist Applied Suicide Intervention Skills Training and Safety Plan Training.

Promotion of Suicide Prevention Week helps to raise awareness of suicide and mental health and wellbeing. A website promotes support services that are available to everyone, and importantly, what they can do to keep people safe from suicide. In 2019, Suicide Prevention Week focussed on male suicide and was marked with screenings of the documentary 'Evelyn' and talks from Michael Byrne from Lived Experience Trauma Support (LETS).

Perth and Kinross Health and Social Care Partnership (HSCP), the Railway Chaplaincy and Samaritans collaborated to provide information sessions.

Mental Health First Aid (Adults and Young people) courses are open to everyone and targeted widely to public and professionals. Feedback from participants included reports of being more comfortable with asking about suicide directly, a key component of preventing suicide via supportive communication:

“It is reassuring to know that I am doing the right things with the young people I work with, but I leave here with a better understanding. I will not be afraid to use the word ‘suicide’. The Resource Directory will be invaluable”

At the start of lockdown, the existing Mental Health Directory was repurposed and updated to give comprehensive information about the mental health and suicide prevention services available during the novel coronavirus pandemic. This included which services were still operating, how to get in touch with services while they were not at their premises, and the extent of support that would be available. This Directory was updated throughout lockdown, hosted on the PKC external webpage and sent out to mailing lists and to professionals who were concerned about where to signpost vulnerable people during the lockdown.

“Can I just say what a fantastic resource this is. Even out with COVID 19 I think that this is going to be really useful for so many people.”

Mental Health Awareness Week was conducted online and via radio in collaboration with Heartland FM, the radio station based in Pitlochry, and two interviews were aired from the Suicide Prevention Co-ordinator on how to maintain mental wellbeing during the lockdown and how to incorporate kindness in mental wellbeing practice. These interviews were played twice on air and were then available on the Heartland FM Soundcloud site.

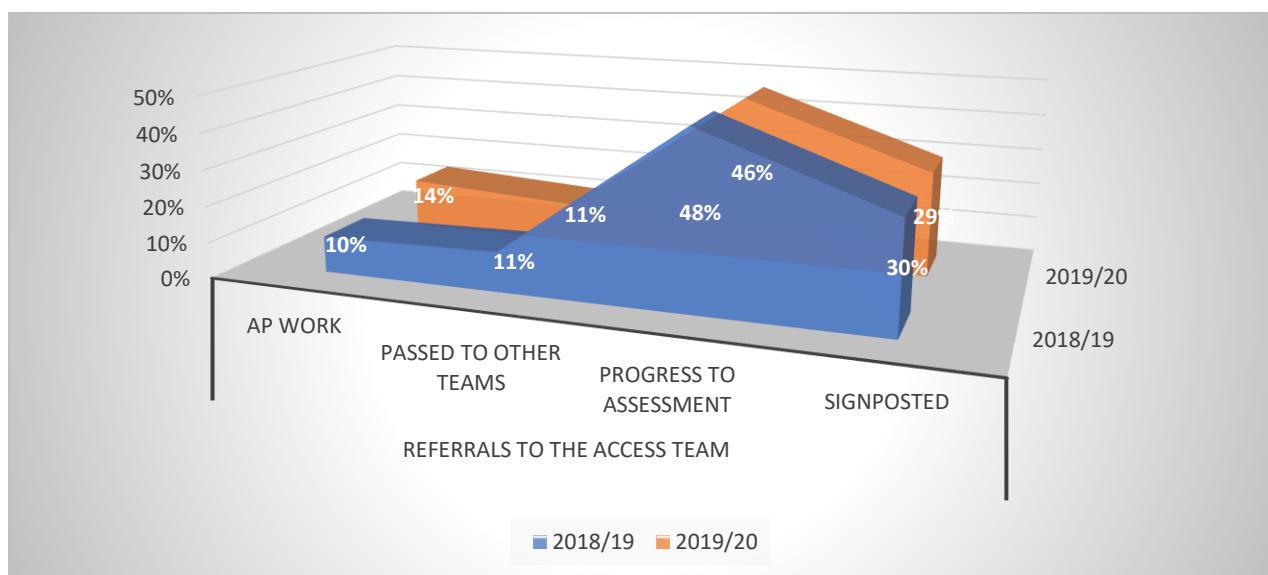
3.5 ACCESS TEAM

The Access Team is the first point of contact for all adult social work and social care enquiries. Streamlined processes enable the team to respond to demand effectively. Referrals to the Access team has been stable over the last year and on a par with demand in 2018/19. The proportion of work related to adult protection increased from 10% in 2018/19 to 14% in 2019/20.

The Access Team has focused on team development, upskilling staff and maintaining a broad skill level. During 2018/19, a Mental Health Nurse Practitioner was appointed to complement the expertise within the Access Team and to enable a more holistic response to people with mental health needs in line with the Mental Health and Wellbeing Strategy. This is a three-year post and has proved invaluable during this COVID-19 lockdown period.

The Access Team remained the largest referrer to the Social Prescribing service. Social Prescribers work closely with the Access Team enhancing the choice for clients and reducing the demand on statutory services.

Table 7: Referrals to the Access Team



At the outset of COVID-19, the Access Team moved its primary duty work to a virtual platform enabling all duty workers to maintain normal practice working from home. It was anticipated that there would be an increase in daily work, as demonstrated in the % increase of AP work for the first six months of 2020/21. The team responded by increasing duty workers, enabling a timely response to all concerns and to meet the potential demand of legal aspects of protecting people. The Access Team took part in a service COVID-19 duty team which involved working weekends including public holidays. The team also provided staff for the re-tasking unit ensuring care provision requirements were met.

Vulnerable Person Reports being submitted by Police Scotland were undertaken within 24 hours, most of the work during COVID-19 has been carried out via telephone support. This approach was taken to ensure the protection and wellbeing of both staff and clients. As lockdown restrictions have eased, there has been a noticeable increase in reports of carer breakdown and suicidal ideation. Staff have responded accordingly and working patterns are beginning to change with a safe and appropriate increase of home visits to undertake assessments/reviews. From this experience, it is recognised that the amount of mental health concerns that are reported through the Access Team are significant and raise the question of additional mental health involvement within the duty team or a different access point. The possibility of having a specific ASP/VPR team or increase in the Access Team would meet the demands of supporting people more effectively and efficiently and help to reduce the possibility of potential and further harm.

Table 8: Referrals to the Access Team April– end June 2020

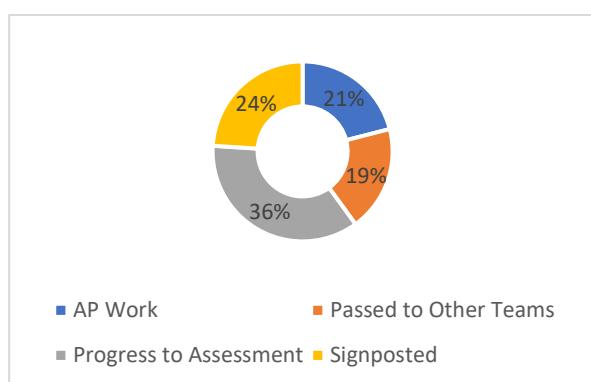
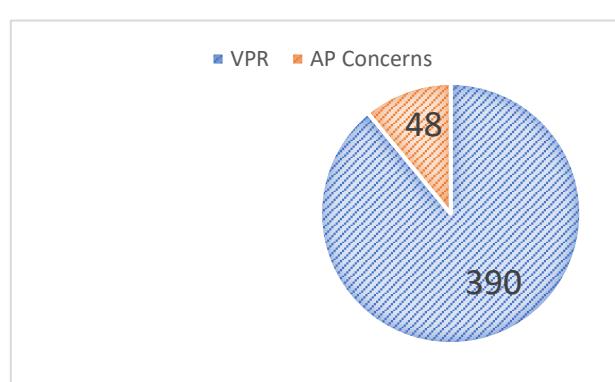


Table 9: Number of Vulnerable Person reports and adult protection concerns April – end June 2020



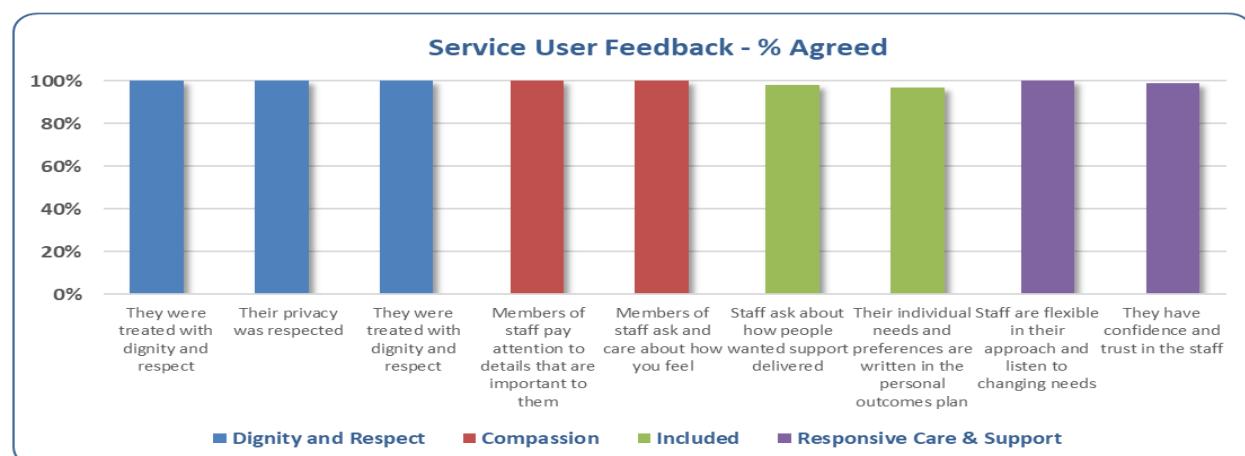
3.6 Home Assessment and Recovery Team (HART)

The Home Assessment Recovery Team (HART) aims to keep people well at home, and out of hospital, by providing the best possible care and experience for people. This is achieved by co-ordinating care with health and social care services; building support around the person; providing a personalised service; ensuring a prompt social care response; and providing seamless social care.

HART responds quickly when people need additional social support, so they stay out of hospital or long-term care, or to ensure that any hospital stays are kept to a minimum. Staff will work closely with the hospital-based professionals to make sure if people are admitted they are discharged with the right support to help speed up their recovery and increase their level of independence.

HART has continued to support people to retain and maintain as much independence as possible. Over 2019/2020, 46% of people in receipt of reablement support from HART were able to re-establish independence, this is a 10% increase on the previous year. The focus on quality of care and achieving positive outcomes for service users in regaining and maintaining their independence is demonstrated through a 7-day review and feedback from service users. This qualitative data is based on the national Health and Social Care Standards, My Support, My Life. 107 respondents between January 2019 to March 2020 provided positive feedback with six out of nine indicators receiving 100% positive feedback.

Table 10: Service User Feedback – HART



Key activities for the HART team during 2019/20 included:

- Training and Development included induction and training for new staff which has helped retain staff and develop confident carers.
- HART was awarded Very Good gradings for both Quality of Care and Support and Staffing at an independent inspection by the Care Inspectorate. The inspection found that people using the service reported that they were respected as individuals and treated with dignity and respect. They were positive about the encouragement they receive to have control over their own support and to be as independent as possible.
- A project group has taken forward a Total Mobile solution to improve working practices and efficiency in ways which can also support carer consistency. This has supported a digital solution to real time monitoring, falls screening tools, incident reports and general admin for staff realising time efficiencies and creating better quality record keeping.

HART was supported by the re-tasked workforce which provided additional carers, co-ordinators and Community Care Assistants to maintain the level of support required and prepare for an increase in referrals during COVID-19. This resulted in 30-40 redeployed staff into HART and as a result, HART has been able to maintain a focus on reducing delayed discharges and eliminate waiting lists.

All staff had access to smart phones and Microsoft Teams to maintain client weekly meetings, client reviews, team meetings, virtual Occupational Therapy assessments and a digital response to PPE stock levels. HART has now introduced Total Mobile for carers which has reduced the amount of office time spent emailing staff schedules. The utilisation of technology within the service has helped to reduce travel time for staff coming into an office or visiting clients' homes.

A team of Social Care Officers are working closely with the Locality Integrated Care Service to enable a quick response to support people at home. The rapid changes implemented in response to COVID-19 have brought benefits that will be maintained.

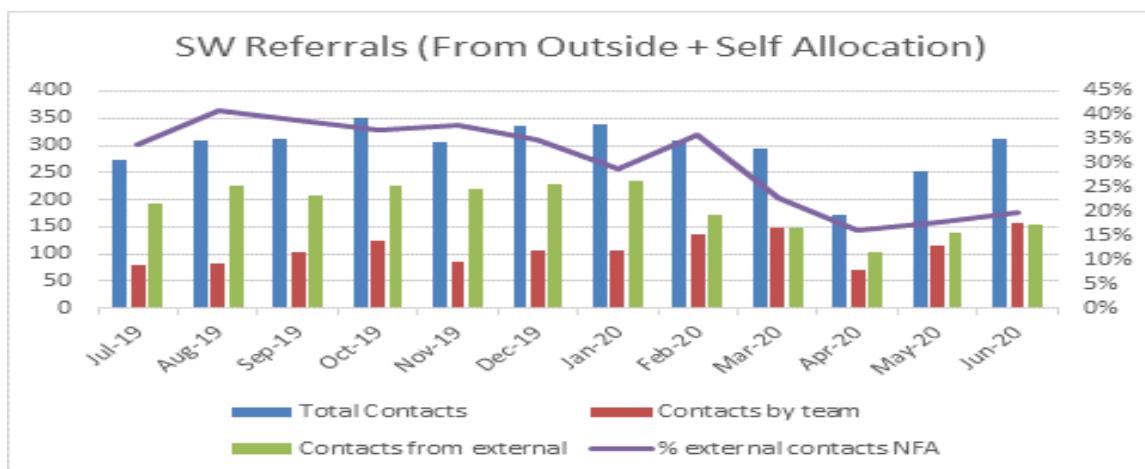
3.7 Hospital Discharge Hub

The Hospital Discharge Hub continues to focus on the safe and timely discharge of patients from hospital ensuring that people receive the right support at the right time in the right place. In February 2020, a Quality Improvement Team Leader was aligned to support the social work team to improve performance in relation to delayed discharges and the statutory social work task. The pathway from hospital to home has been streamlined and social work staff now receive referrals directly from hospital ward staff. This is helping to reduce discharge delays. In addition, there has been awareness raising within hospital wards and community services to achieve deeper understanding of the social work role. This has led to a steady reduction in the proportion of inappropriate referrals from January 2020 and targeting resources to the right people and at the right time.

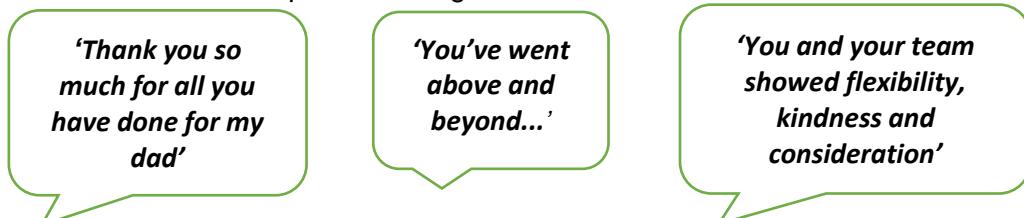
The total number of referrals and assessments have remained largely consistent over the last year, however, the number of Delayed Discharges has reduced significantly. This reflects the ongoing focussed improvement activity being carried out to address and mitigate delays. There has been a reduction in delayed discharges during the period February to April 2020 - reducing from 52 to 8, and performance has remained below the NHS Tayside target of 20.

In March 2020, three social workers were aligned to Psychiatry of Old Patients (POA) at Murray Royal Hospital to enable closer working with Senior Charge Nurses to ensure timely discharge. Joint work is also now underway to support the discharge of more complex patients through Locality Complex Care panels.

Table 11: Social Work Referral – Hospital Discharge



Some feedback to the Hospital Discharge Hub:



Perth & Kinross HSCP has achieved its best-ever performance in relation to Delayed Discharge in the period March to end of July 2020, by providing additional staffing and support to the Discharge Hub. A workforce matching unit was established and has facilitated **221 staff** to be re-tasked to support carers and enable people with health and social care needs to stay at home, and to deliver over **4000 hours** of care at home per week.

COVID-19 presented significant challenges for securing the discharge from hospital for people with complex needs. A single care pathway into the Perth Royal Infirmary (PRI) Hub from Ninewells, to support the COVID-19 patients who had recovered, was developed which improved joint working with Ninewells staff and made it easier to navigate the multiple pathways into hospital discharge support within Perth and Kinross.

A seven-day working arrangement was implemented for Social Work, Occupational Therapy and Physiotherapy which was further supported by the redeployed staff into the Discharge Hub allowing greater coverage at ward board rounds. Increased attendance at daily management-led huddles provided a whole system approach including Care at Home, Quality Monitoring and HART to ensure people get home on planned date of discharge.

Interim Funding was made available for those waiting on care homes or care at home packages with 18 additional temporary step-down beds made available in preparation for limited Care at Home capacity or waiting on OT/Nursing equipment at Beechgrove.

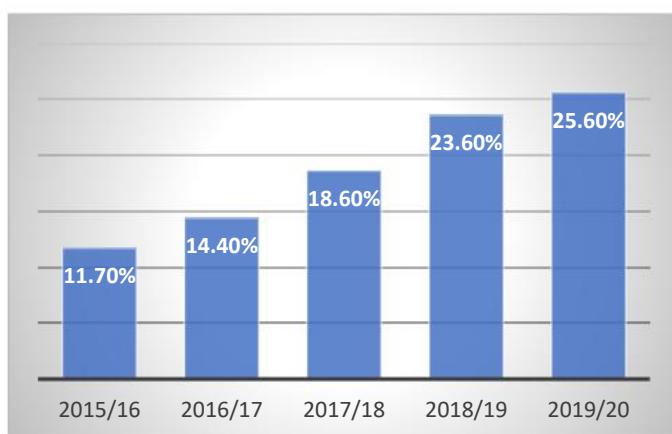
3.8 SELF DIRECTED SUPPORT (SDS)

The Social Care (Self-directed Support) (Scotland) Act 2013 ensures that people who are eligible for social care support get greater choice and control over how they receive services. This means care services can be 'personalised' to individual needs and wishes. Councils have a legal duty to offer four options to people who have been assessed as needing a community care service:

- Option 1 - a direct payment, which is a payment to a person or third party to purchase their own support
- Option 2 - the person directs the available support
- Option 3 - the local council arranges the support
- Option 4 - a mix of the above

The four Self Directed Support (SDS) options are now embedded in all the major care pathways in Perth and Kinross. The table below shows that the percentage of people receiving personalised packages of support using SDS Options 1 and 2 continues to increase incrementally. By the end of March 2020, over 25% of all people receiving SDS were using Options 1 and 2.

Table 12: People using SDS options 1 and 2 as a percentage of all SDS.



The PKAVS Carers' Hub, together with Outside the Box and the Care and Wellbeing Cooperative, have implemented the 'Supporting Choice' project. This provides information on Social Care and SDS options to people and their carers to help them identify the outcomes they would like to achieve and the support they require to achieve them. This work takes time to get to know people and how they want to live their lives and helps them to be creative and specific about what would make the biggest difference to ensure they experience the right care and achieve a good life. This is helping to address equality of access to support across Perth and Kinross. A review of Care at Home has also commenced with an aim to increase the availability of Options 2 and 3 in rural areas.

Private and Third Sector providers and Personal Assistants have continued to be paid their usual payments to secure the provision even if it was only possible to provide a reduced level of support during the pandemic. Council workers were redeployed and placed on a bank to provide support for Care at Home as required if carers were absent due to illness to ensure continuity of care. Technology has been used to improve communication and reduce face to face contact where appropriate. PPE emergency process and pathways were put in place for personal assistants to access PPE if at critical levels and struggling with supplies.

3.9 Social Prescribing

Social Prescribers help people to link with appropriate community-based groups and activities which will promote their health and wellbeing. There are now six FTE (full time equivalent) social prescribers with two in each of the three Health and Social Care Partnership localities. Social Prescribers are aligned to GP practices and people can self-refer or be referred by professionals such as GPs, District Nurses and Social Workers. Most of the referrals for the Social Prescribers are made by Social Workers with GPs being the second most frequent referral source followed by self-referrals. The vast majority of referrals arise from a request to alleviate anxiety and social isolation. People also seek support as a result of depression and a need for emotional support.

Some feedback to Social Prescribers:



3.10 Criminal Justice Social Work Service

Leadership of criminal justice social work (CJSW) was integrated into Education and Children's Services (ECS) in April 2018 and is managed by the Depute Director (Education and Children's Services) who is also the CSWO. Over the last year, new arrangements have been approved which strengthen the governance and reporting of CJSW. CJSW business is reported on a regular basis to ECS Senior Management Team, the Council's Executive Officer Team and to elected members via the Council's Housing and Communities Committee. This also enables ECS to develop an integrated and comprehensive approach to its strategic service planning and allow for scrutiny, challenge and quality assurance monitoring from senior managers, partners and elected members.

The service includes two prison based social work teams contracted under a Service Level Agreement with the Scottish Prison Service (SPS) at HMP Castle Huntly (the national open estate) and HMP Perth; the Public Protection Team managing offenders within the community and the One Stop Women's Learning Service (OWLS); coordination and support for the local Community Justice Partnership; and close links with community safety and unpaid work teams.

Criminal Justice Social Work continues to perform well against the national for:

- providing assessments and reports to court to assist sentencing decisions;
- supervising people on orders from the court to tackle and reduce offending behaviour and those who are required to perform unpaid, useful work for the benefit of the community;
- prison-based social work services to those serving custodial sentences and their families;
- preparing reports of the Parole Board to assist decisions about release from prison;
- through care services including parole, supervised release and other prison aftercare orders to ensure public safety; and
- supporting those who have experienced crime and their families.

The Criminal Justice Social Work Service remains focussed on improving outcomes for people in the justice system. Robust performance information is key to understanding how well interventions are managed and to support continuous improvement.

The overall trend for Perth and Kinross since 2007-08 is one of a decreasing and then stabilising rate of reconviction. The low reconviction rate for adult offenders against national comparators has been sustained in 2019/20. Key performance highlights include an increase in the number of successful completions of Community Payback Orders (74%) when compared with the previous year (68%), a figure which is above the national average.

The extension of the presumption against short-term prison sentences, to sentences of less than 12 months was introduced in June 2019. This means that a court should not pass a sentence of imprisonment of 12 months or less unless it considers no other sentence is appropriate. It was therefore expected that the number of community-based disposals, mainly Community Payback Orders (CPOs), would increase in 2019/20. CJSW services carried out a review of current service provision and modelled what the impact of the projected increase in new CPOs on resourcing requirements would be. A range of workforce planning scenarios were developed by the Public Protection and Unpaid Work teams to ensure that there is enough capacity to manage the projected impact of the extension to the presumption against short-term prison sentences. However, the number of Community Payback Orders has remained steady. While it may take some time for the full effect of the introduction of the extension of the presumption against short term sentences to be known, there are no capacity issues arising from this change currently.

Table 13: Number of Community Payback Orders

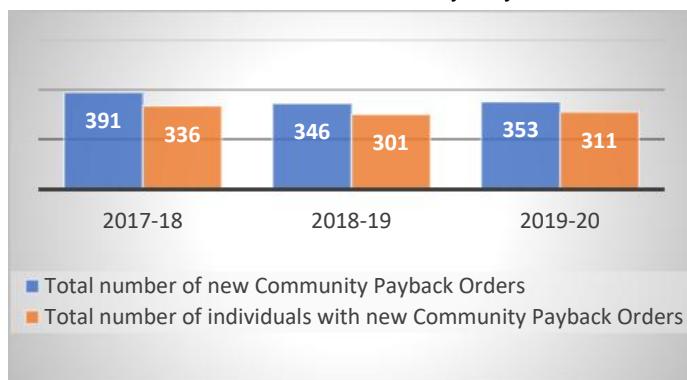


Table 14: Performance highlights for CJSW

Creating a safe and sustainable place for future generations (Fiscal Year)		2017/18	2018/19	2019/20
Percentage of Criminal Justice				
Social Work Reports (CJSWR) submitted to court on time	99%	98%	97%	
Number of new Community Payback Orders	391	322	347	
Percentage of Community Payback Order clients with improving:				
Employment / training / education situation	50%	64%	62%	
Views on offending	76%	68%	65%	
Attitudes concerning desistance / stopping offending	94%	91%	89%	
Engagement with services	91%	91%	91%	
Number of job requests for the unpaid work team	329	380	355	
Average weekly hours worked by clients to complete the unpaid work requirement of Community Payback Orders:				
Level 1 (up to 100 hours)	4.8	4.8	4.6	
Level 2 (101 up to 300 hours)	6.6	6.4	6.2	

Caledonian Programme: tackling domestic abuse

Perth and Kinross Council bid successfully, along with Dundee City Council, to obtain national 3-year funding to implement the Caledonian System. The Caledonian System is an integrated approach to address men's domestic abuse and to improve the lives of women, children and men through its Men's Service, Women's Service and Children's Service. It is a highly evaluated programme to tackle and reduce the incidence and impact of domestic violence. Operational from April 2019, staff have been working alongside partners, the local courts, men, women and children to deliver a structured programme of support.

Staff are seconded temporarily to train and deliver the programme, and this is building capacity across CJSW service to sustain this good practice beyond the funding. The Caledonian Programme is now a Community Payback Order, Programme Requirement disposal available to Sheriffs at the point of sentencing.

Between 1 April 2019 until 31 March 2020, criminal justice social workers prepared 92 reports where domestic violence has been an aspect of offending behaviour and screened for suitability for inclusion in the Caledonian Programme. Sheriffs imposed 12 Caledonian Programme requirements and 3 requirements for the one to one Caledonian Individual Programme. Two full time social workers are delivering Caledonian Groupwork in Dundee with men from Perth & Kinross attending. Early feedback is that this intervention is positive.

The Caledonian Women's Service workers from Perthshire Women's Aid are now integrated into CJSW. Information sharing protocols allow Police Scotland to share perpetrator information when a man has been convicted of a domestic offence, for the purposes of risk assessment and ascertaining suitability for inclusion in the Caledonian Programme. This is a significant development as it allows for better assessment of patterns of domestic abuse/coercive control which is a prerequisite for inclusion in the Caledonian Programme. It also allows for ongoing information sharing in respect of men who are on the programme, enhancing women's safety. A further information sharing protocol allows Perth & Kinross to input information to the national Caledonian system database. The purpose of processing data through the Database is to enable a long-term evaluation study of the effectiveness of the Caledonian System in facilitating positive outcomes for clients entitled to the service.

OWLS

Women attended a parliamentary meeting of the Local Government and Communities Committee regarding Period Poverty and to participate in the development of the Period Products (Scotland) Bill to ensure no girl or woman in Scotland is deprived of suitable products. Committee members were appreciative of the women's input to their work and described this as invaluable. OWLS has introduced access to these products and many women are benefitted from this.

Women from OWLS also delivered a briefing session for Perth and Kinross elected members which enabled them to share their experiences of the justice system and inform elected members about the services they have found most helpful in their journeys. The women described the need for a joined up and non-judgemental approach and the value they placed on staff who stuck by them and believed in them. One woman used music and voice as a way of telling her story and showing that given the right support, and platform, lives can be changed.

Women from OWLS attended the Scottish Parliament in February 2020 for the Second Chancers Debut, this gave them the opportunity to speak with professionals and MSPs regarding the support they have received from OWLS and how services should be designed and incorporate the views and needs of those who use services. They discussed changes in service provision Nationally and Locally to meet the transitional needs of the women who are part of Judicial System and Community Justice Reform. A key message they gave was that the key to positive change was through relationships. **Kirstie and Lucy at the Second Chancers Scottish Parliamentary reception.**



Women from OWLS participated in research carried out by Community Justice Scotland to map individual journeys through the justice system. Speaking with women who have had a wide range of journeys, including people with experience of (but not limited to) Fiscal Direct Measures, the Court process, community and custodial sentences, evidence of the range and complexity of people's experiences will be gathered to better understand the challenges they have faced and the support they require. It is hoped this will influence changes in the way individuals are treated when they have committed offences or attending court.

Feedback

"Thank you again for your generosity in sharing OWLS experiences. Due to the nature of the research it was hard to include everything individuals told me, but I have included as much as possible and I hope all who participated feel it has been fairly represented with all the respect I have intended, many thanks JC."

Women who attend OWLS were invited to present to Education and Children Services Extended Management Team which gave them the opportunity to speak about issues they had experienced throughout their lives and how experiences had impacted on them and their children. The presentation enhanced the knowledge and understanding of managers about the issues facing families in Perth & Kinross.

Perth Citizens Advice Bureau received funding to work in partnership with six services within Perth and Kinross. OWLS was fortunate to be chosen as one of these, the Community Advice Project, this is to provide holistic advice and support to people who are experiencing poverty, financial hardship or poor mental and physical health by providing face to face support primarily through partner organisations.

Women and staff gave a presentation including a question/answer session to Perth Citizens Advice Bureau. This was a half-day session for staff to ask questions about Community Justice, Judicial System and services available within PKC to support individuals. Providing accounts of lived experiences can develop wider community engagement from Voluntary Services. This has empowered women to talk about their life stories, experiences, give examples of good partnership working, about how they have accessed other services.

Feedback from CAB

"My first task of the afternoon was to contact you to thank you for coming along! Everyone I have spoken with has said that they found the session very informative and were really grateful to have had the opportunity to hear from the women, that really made the training and information meaningful."

"I would like to take this opportunity to thank Lucy and her remarkable team for working with the Community Advice Project (CAP). It has been an absolute pleasure to have OWLS on board with us to support the service users to access the support they need at your venue.

We looked at opportunities to co-locate services and established a robust workable referral process together and achieved some very good financial outcomes for people to establish or maintain financial security and stability in their lives."

OWLS has experienced an increase in Voluntary Throughcare as a result of a withdrawal of this service by the Scottish Prison Service. Voluntary Throughcare has been shown to be extremely beneficial in helping female prisoners reintegrate back into communities. We are working collaboratively with SHINE/CIRCLE to support non-statutory, short-term, female prisoners serving sentences up to 4 years who have no throughcare to support their transition back into the community. Barnardo's offer peer mentor support to females. Women on Voluntary Throughcare use the centre to receive support and meet with their mentor.



We held our 1st Macmillan Coffee Morning where we had a wonderful turn out from members of the public.

Women and staff from OWLS worked hard to ensure there was enough cakes available. The centre had a great atmosphere and £193.86 was raised.

Women helped in the Perth & Kinross Home Safety Partnership scheme which was a project to assist people in Perth & Kinross. This is a voluntary emergency information scheme which provides Emergency Services with vital details of any illness or allergy and someone to contact should they be called to your home as a result of sudden illness or personal accident.

Tayside Substance Misuse Service has run a weekly clinic in OWLS which has enabled staff and women to access programmes and resources more readily. Collaborative work has ensured better communication, quicker response times to women engaging in substance misuse programmes and building a more resilient partnership of support. Staff from Blood Borne Virus (BBV) clinic has delivered staff training and now offer women Naloxone training which can help reduce risk and better educate women to safer substance use.

Working in partnership with Tayside Council Alcohol Services (TCA), we have a female only Mentor Service which provides 1 to 1 support for female offenders. This year we had women who completed an SVQ in Peer Mentoring. This vocational course was delivered in OWLS and in partnership with TCA.

"As the locality manager for TCA I find our partnership experience with OWLS to be very positive. We have built up a good line of communication between both services which has allowed the partnership to develop and identify the needs of both the services as well as the clients.

During the course of the year we have had joint clients and due to having good communication lines we can meet the needs of the clients more flexibly and seamlessly. For instance if a client is referred from OWLS and feels more comfortable to be seen there this can easily be arranged. Sharing of information between services with agreement of the client has often been beneficial to the clients experience in their recovery...

Implementation of new Men's Project

Following a review of services to male offenders in January 2019, a part time social work post was dedicated to research and propose options for redesigning the delivery of a new male offenders service. A key tenet was to incorporate the views and needs of service users, and, to consider how current theory and research on reducing risk and aiding reintegration into the community can be applied.

Budget motion monies in the Council's budget for 2019/20 and 2020/21 of £55,000 per annum for two years, will support the establishment of a Men's Service (name to be confirmed) as a sustainable alternative approach for males who offend to find purpose, improve their health and wellbeing, and, to re-integrate purposefully with their local communities while nurturing their own significant relationships. Ensuring public protection and seeking to reduce reoffending, the new service will provide a different way of working for both service users and staff that facilitates multi agency, targeted approaches and improve outcomes.

The new service will build on the learning from OWLS and provide a "one-stop shop" approach where agencies can coordinate and support men more effectively under one roof. It will create an environment that is non-threatening, trauma informed and fosters the idea of a safe environment which enhances men's engagement. It will provide a structured modular programme of work which places wellbeing and physical and mental health at its heart. Partnerships with mental health and addictions services will be central to the one-stop approach.

A steering group, which includes men with lived experience of the justice system, has been established, premises located, and a coordinator is being recruited with a view to commencing operations in the last quarter of 2019/20.

Right Track

Right Track provides support for Structured Deferred Sentencing which is a short-term intensive community-based intervention for 18 to 26-year olds given after conviction, but prior to sentencing. The Right Track programme includes unpaid work activities for community projects on a voluntary basis up to 6 months. Young adults have gained a sense of achievement and notable pride in their work activities. 42 referrals were received in 2019/20 from the courts and 29 are still active due to the restrictions of COVID-19. No referrals have been received since the COVID-19 restrictions came into force as Court business has been severely curtailed.

Right Track participants attend the Work Project at Westbank with their own shed and allotment. The young people complete gardening work, litter picking and general maintenance of the site and surrounding area. Three participants have accrued additional hours in one of the local charity shops in the town centre. During April 2019 to March 2020, 2,667 hours of voluntary work was completed by Right Track participants.

Prison-based social work team at HMP Perth

In 2019/20 the prison population increased and was regularly in excess of 700 prisoners. The Prison Based Social Work Team has met statutory deadlines and has produced consistently high-quality work for the Parole Board and the Scottish Prison Service (SPS). The team has sustained very positive professional relationships with other agencies.

This supports us in our ability to manage people who are looking for progression and release who present the very highest levels of risk to our communities. Our ability to work collaboratively across agencies is recognised and valued by the Scottish Prison Service, as is our input into the decision making of the Risk Management Team where we contribute our professional support and knowledge of the risk assessment process.

Prison-based social work team at HMP Castle Huntly

In February 2020, the Prison Based Social Work team at HMP Castle Huntly engaged with the Parole Board Scotland to review recently submitted parole reports. The focus was to gain input on the quality and content of the information presented, how the reports meet the requirements of the Parole Board Scotland and assist it to make critical decisions regarding the risk posed by offenders and their safe release back into the community.

The outcome of the review identified that HMP Castle Huntly provide effective parole reports and risk assessments, which overall meet the statutory requirements and expectations of the Parole Board. It was also noted that additional adaptations could be made to strengthen the quality of the reports and risk assessments, which have been welcomed by the social work team and have already been incorporated within the team.

Bail Supervision for 16 to 26-year-olds

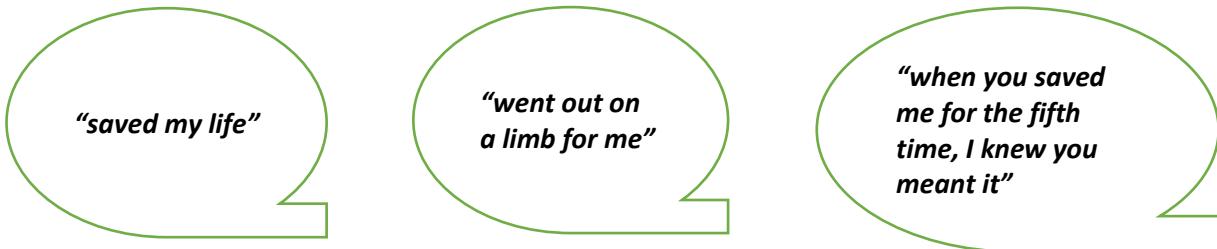
Bail supervision schemes operate within the provisions of the Criminal Procedure (Scotland) Act 1995. Bail Supervision is a youth justice or criminal justice social work service whereby individuals who would otherwise be held on remand are released on bail on the condition that they meet with a bail supervisor a specified number of times a week; the aim of these meetings being to support the individual to comply with the conditions of their bail. Bail supervision is intended to provide a robust and credible alternative to remand where individuals are assessed as needing a level of supervision and support to meet their bail conditions.

The Scottish Government committed additional funding for supervised and supported bail from April 2019 to bolster existing services and facilitate the establishment of new provision. CJSW worked collaboratively with Services for Young People based at @scottstreet to introduce Bail Supervision for young people aged 16-21 (and up to the age of 26 for care leavers) to build capacity across services for young people and young adults involved in offending.

Feedback from Police Scotland: "*I see that the youths engage well and after a time of being supervised they change their ways towards offending*".

A whole system approach was implemented which involved putting in place streamlined planning, assessment and decision-making process for young people involved in offending to ensure they receive the right help at the right time. Bail Supervision has given the young people referred the opportunity to engage in intensive support provided by a Bail Officer to address the areas in their life that led them to offend, and to do so prior to going to court for sentencing. This is an intensive programme which requires the young person to work with the worker up to 3 times a week, including home visits where appropriate. The siting of this work within the universal service for young people has been particularly successful and enables young people to take up a wider range of opportunities through youth work activity.

The first bail supervision case was received in May 2019 and to July 2020 44 requests from the court for bail supervision have been received. Of these 36 were male, 8 were female. 15 young people were placed on a Bail Supervision Order with 14 successfully completing the order. Positive outcomes include various young people participating in educational courses, in a construction course which ran in partnership between Scott Street and Hadden's Construction, another completed a baby first aid course.



3.11 Child Protection

The Tayside Improvement Collaborative Priority Group 5

Throughout 2019/20, the improvement work of PG5 has produced new and improved guidance on key aspects of child protection processes and practices. Looking ahead, the focus will shift towards working together to improve the culture, ethos and day-to-day frontline practice across the Collaborative. The key focus from 2021 will be workforce development. The following is a summary of the achievements which are now having a positive impact on local practices in Perth and Kinross:

- **Chronologies** – Multi-Agency Practice Guidance was refreshed and published in February 2019. This has been distributed widely and is being embedded into practice and there is emerging evidence of improvement locally.
- **Inter-Agency Referral Discussions (IRDs)** – Multi-Agency IRD Practice Guidance and an IRD Template were published in July 2020. These are being disseminated and put into practice by staff involved in IRDs.
- **Concern for Unborn Babies** – Multi-Agency Concern for Unborn Babies Practice Guidance and a Concern for Unborn Baby Referral Form was published in July 2020 and is currently being cascaded and distributed across a wider range of staff.
- **Participation in Key Child Protection Meetings: Information for all Practitioners** – Multi-Agency Practice Guidance was published in July 2020 and is currently being cascaded and distributed.
- **Participation in Key Child Protection Meetings: Information for Children and Families** – Multi-Agency Practice Guidance was published in July 2020 and is currently being cascaded and distributed.
- **Developing Key Measures in Child Protection Tayside CPC Shared Dataset** – Key child protection indicators and measures (qualitative and quantitative) agreed and implemented retrospectively from 1 August 2019 across the Collaborative. This will give new opportunities for understanding trends and patterns across the collaborative.

Learning from ICRs and SCRs.

In the context of child protection, a Significant Case Review (SCR) is a multi-agency process for establishing the facts of, and learning lessons from, a situation where a child has died or been significantly harmed. SCRs are seen in the context of a culture of continuous improvement and should focus on learning and reflection on day-to-day practices, and the systems within which those practices operate.

Last year, Dr Sharon Vincent, Northumbria University, was commissioned to carry out an analysis of recently conducted Initial Case Reviews (ICRs) and SCRs across Tayside. The research was to provide an evidence-base for recurring themes; a profile of the children and families involved; perspectives of children, families, communities and how this should influence strategic planning for improvement and inform future workforce learning and development.

The research report has been completed and has identified a need to focus on two key strands going forward – Relationship Building with Families and Working Together which will underpin our improvement programme in Perth and Kinross. This will inform the strategic priorities within the Children's Services Plan for 2020/23 and the work within the Tayside Regional Improvement collaborative in relation to Child Protection and Safeguarding.

The Perth and Kinross Child Protection Committee

The Child Protection Committee (CPC) is the key local body for developing, implementing and improving multi-agency child protection arrangements. The CPC membership is expected to jointly identify and manage risk to children and young people, monitor and improve performance and promote the ethos that "**It's everyone's job to make sure I'm alright**".

Membership of the CPC remains intentionally broad and inclusive of all relevant organisations and sectors which have a role to play; which allows the CPC to take a whole community approach to raising awareness of the key risks to children and young people.

The CPC continues to nurture positive working relationships through a culture of mutual respect and understanding; involvement and participation; openness and transparency and support and challenge. It meets six times per annum; all meetings are recorded and published on the public-facing [PKC website](#). Recent meetings of the CPC have been virtual meetings.

Elected Members and Chief Officers of the public, private and third sectors in Perth and Kinross continue to discharge their individual and collective responsibility for children's services, in particular, child protection services, through annual reporting to Council and to quarterly meetings of the Perth and Kinross Children, Young People and Families Partnership (CYPFP).

During 2019/20, the work of the CYPFP and the CPC has been further strengthened by the added support and scrutiny from the Perth and Kinross Public Protection Chief Officers' Group (COG), which brings together the Chief Officers of Perth and Kinross Council; NHS Tayside; Police Scotland – Tayside Division; the Chief Officer of the Perth and Kinross Health and Social Care Partnership; the Chief Social Work Officer (CSWO) for Perth and Kinross Council and other key Officers.

Before and particularly since the COVID-19 pandemic, the COG has met more frequently and provided leadership and direction across the public protection partnerships. Recent meetings of the COG have been virtual meetings.

Informed by rich, evidence-based datasets, the COG has galvanised our approach to public protection and coordinated the identification and management of known and emerging risks.

A carefully managed Risk Register has ensured that since March 2020:

- well-established public protection partnership working arrangements have not been disrupted – in many areas they have been further strengthened
- communication between and across services and agencies has not been compromised – in many ways this has been significantly improved
- key child protection processes have continued to function well – increasing demands have been met by committed and hard-working staff groups
- staff who have been shielding, self-isolating, providing a caring provision at home and/or absent from the workplace have been protected, kept safe and enabled to work virtually where necessary

3.12 Social Work Services to Protect Children

These child protection statistics demonstrate the level of activity carried out by Services for Children, Young People and Families social workers to investigate, assess and manage situations where children are at risk of abuse. Although child protection is a multi-agency activity, the children's social work service is the key agency which responds to concerns about children and has a statutory duty to investigate and protect children. Social workers take the lead responsibility for the assessment of risk and coordinating child protection plans to keep children safe and social work managers manage and chair key child protection decision-making meetings from the point of investigation to registration, decisions in relation to seeking a Child Protection Order from the Court, coordinating child protection plans for children whose names are added to the Child Protection Register and reviewing of progress and risk.

There has been a substantial increase in the level of activity carried out by social workers in relation to child protection over the last year to 31 July 2020. This is now clearly a long-term upward trend and indicates that there are significant demand pressures within the children and families social work service.

The service also arranged, chaired and recorded 128 initial and 127 review case conferences during the Academic year. Social workers took the lead professional role for developing and implementing child protection plans for every child whose name was placed on the register. Concerns around parental substance misuse, parental mental ill-health and domestic abuse remain the most common reasons for a child's name to be placed on the Child Protection Register.

Some of this year's increase is as a direct result of the COVID-19 restrictions and the limited operation of key support services including schools and early learning and childcare services. In order to monitor the effectiveness of our child protection response additional data was collected weekly from early April 2020. This has been monitored on a weekly basis by the Chief Social Work Officer, ECS Senior Management Team, the COVID-19 Adult Protection and Child Protection Executive Group and the COVID-19 Chief Officers Group.

In March 2020, the COVID-19 pandemic emergency response included restrictions in the way essential, statutory front-line services could be delivered. Managers and staff across Services for Children and Young People quickly adapted to the situation and put in place new ways of working. This meant that social work offices either closed and staff worked at home or the number of staff who could attend was reduced to ensure safe working practices. In the first two weeks of lockdown, face to face contact with children and families was paused until such times as staff could be supported through guidance, robust risk assessment and access to appropriate personal protection equipment. After a brief pause in March, social work teams very quickly put in place arrangements to see children and families at home, face to face and through virtual and telephone contact. The data shows that staff have been diligent, persistent and consistent in prioritising support and intervention for families most in need throughout the pandemic. Each week, from April, approximately 600 children have been contacted and seen by social work professionals, provided with practical and emotional support and statutory duties fulfilled.

Social workers, social care officers and business support staff responded quickly and flexibly to the challenge and continued to provide essential services throughout. Children and young people at risk continued to be seen and kept safe and the 24-hour child protection response was maintained. New ways of working included virtual child protection meetings and families, children, young people and their advocates have been able to participate fully. Quickly developing new processes presents opportunities as social work services develop recovery and renewal plans. Attendance at meetings by multi-agency partners who find it difficult to attend in person such as medical professionals has improved, and, as a result there is an opportunity to hold on to this positive change and support more comprehensive information-sharing and multi-agency risk assessment.

The Chief Social Work Officer's view is that the children and families social work services is leaving COVID-19 lockdown restrictions with a significantly higher workload than when the restrictions commenced in March 2020. This additional workload is described as being more challenging as individual circumstances have been more complex or more entrenched and it is predicted that it will take longer to achieve the required progress within child protection plans. It is a concern that the workload for the social work teams within Services for Children, Young People and Families are managing higher child protection caseloads with no additional staffing resource. If this continues long-term, the capacity to support families in a preventative, and at an earlier stage, will be significantly reduced. Notable increased activity and demand pressures over the last year to 31 July 2020 are highlighted below:

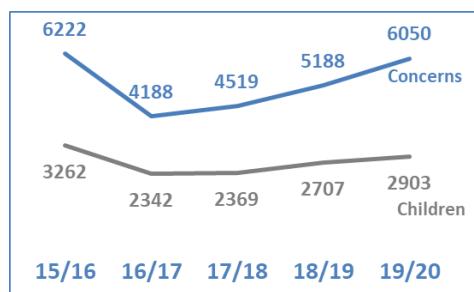
- the number of children and young people subject to Inter-Agency Referral Discussions (IRDs) has continued a long-term upward trend with 400 children being the subject of this multi-agency process to share information, assess risk and plan the most appropriate and safe course of action. This is up 16% from the previous year and represents a **69% rise in IRDs over five years**.

- social workers have carried out child protection investigations into 251 children. This is an increase of 52, which is a **26% increase in child protection investigations from the previous year** and the highest number of investigations over the last 5 years. Each of these investigations requires a comprehensive assessment of risks for every individual child and careful decision-making about the actions that are required to keep children safe.
- At the end of March 2020 and at the start of the COVID-19 restrictions, the number of children and young people on the CPR was 81 and on a par with the previous 4 years. However, by the end of July 2020 it had risen to 97; representing a **20% increase in the number of children subject to child protection plans between March and July 2020** and 23% increase from the previous year. All children whose names are included on the Child Protection Register will have a child protection plan which is coordinated and led by a lead professional social worker.

In the week after children returned to school in August 2020, we have experienced a significantly higher rate of case for concern reports as education services identified children for whom there was a concern for their welfare and wellbeing. Although many of these children will continue to be supported through universal services and access to additional support, it is likely that some will need the support of a child protection plan and there may be a few that become looked after. Although this data is not yet available for this report, it will be closely monitored.

Child protection management information (*data relates to Academic Year (01 Aug – 31 July)*)

Table 15: Child Concern Reports (CCRs)



The total number of Child Concern Reports (CCRs) has risen for the third year in a row, while the number of children and young people subject to a CCR has risen more slowly. The longer trend over the last five years is more steady. The reduction in 2016/17 related to the introduction of a triage processes within Police Scotland in line with the implementation of GIRFEC and the Children, Young People (Scotland) Act 2014. CCRs can relate to the same child or young person, particularly where there are multiple or repeated concerns. The total number of CCRs where Domestic Abuse was monitored weekly from mid-March 2020 during COVID-19 lockdown and this remained relatively steady and on a par with the data for 2018/19. This continues to be monitored on a weekly basis.

Table 16: Child Concern Reports by source

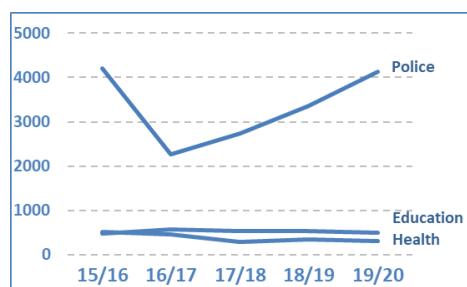
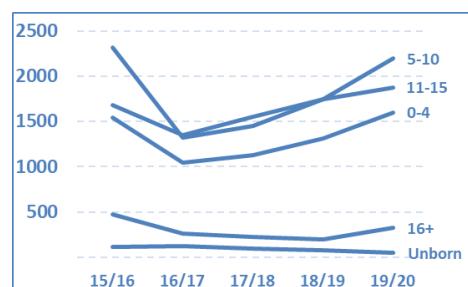
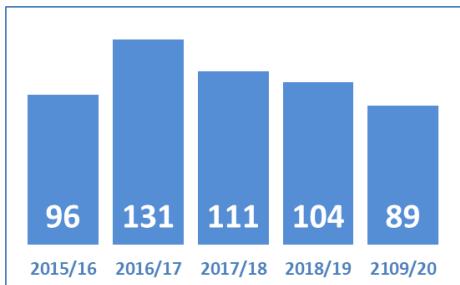


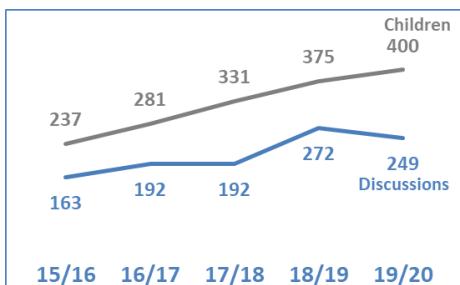
Table 17: Child Concern Reports by age of child



The main source of CCRs continues to be Police Scotland, followed by Education Services and Health Services. Overall, these three source groups account for 80% of all CCRs submitted. The number of CCRs submitted by Police Scotland has been increasing over the last 4 years.

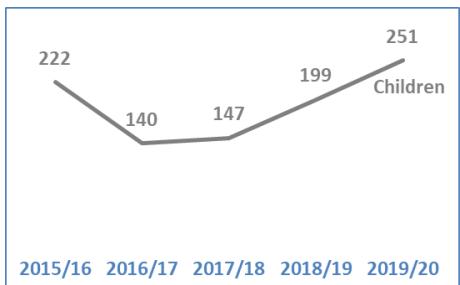
Table 18: Unborn baby Referrals

The number of Unborn Baby Referrals raised by NHS Tayside continues a downward trend. The partnership continued to work with the [Centre for Excellence for Looked After Children in Scotland \(CELCIS\)](#) to develop support pathways for vulnerable pregnant women, aimed at *Addressing Neglect and Enhancing Wellbeing (ANEW): Getting it Right in Perth and Kinross; Pre-Birth and into the First Year of Life*. This work has included the redesign of key processes through which Midwives and Health Visitors connect with other services, agencies and community resources to access support for vulnerable families, thus avoiding the need for an Unborn Baby Referral.

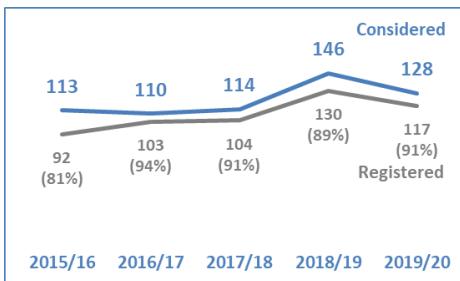
Table 19: Inter-Agency Referral Discussions (IRDs)

The number of children and young people subject to Inter-Agency Referral Discussions (IRDs) continues to rise and the number of discussions taking place (which may involve more than one child) also show a long-term upward trend.

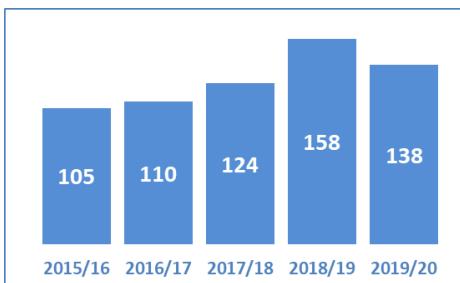
IRDs are recognised as good multi-agency working practice and may be repeated a number of times for the same child or young person. This will be a key feature of practice in the revised National Child Protection Guidance which will be launched for consultation in October 2020.

Table 20: Child Protection Investigations

The number of children and young people subject to a Child Protection Investigation has been rising consistently over the last three years.

Table 21: Children considered at Initial Child Protection Case Conferences

The number of children and young people considered at Initial Child Protection Case Conferences (ICPCC) shows a general slight increase over the last five years, with a slight reduction this year. Of the 128 considered at an ICPCC, 18 related to Unborn Babies (Pre-Birth CPCCs). The proportion of ICPCCs that result in a child or young person's name being placed on the Child Protection Register (CPR) remains high at 91%, demonstrating that the right children and young people are being considered at ICPCCs.

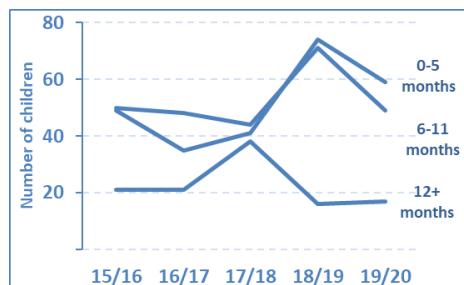
Table 22: Child Protection Register – New Registrations

The number of children and young people placed (new registrations) on the Child Protection Register (CPR) during the last year has been generally increasing over the last 5 years. This includes sibling groups. Registrations include a small number of temporary registrations (for children and young people who move into the Perth and Kinross Council area for a limited period; for a holiday with relatives etc).

Table 23: Number of children on Child Protection Register

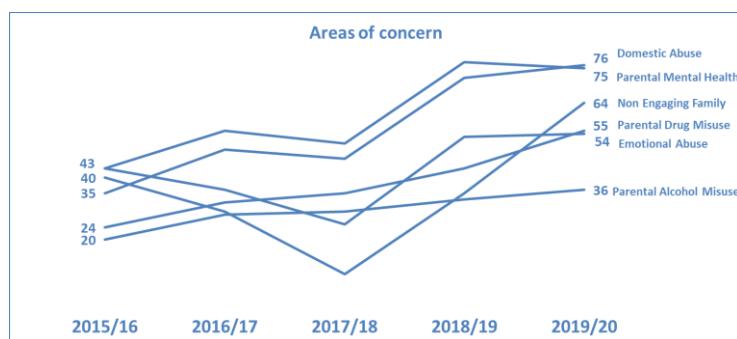
The number of children and young people on the CPR at 31 July has remained relatively steady over the last 4 years, with 2020 showing the first significant increase for some time. These figures include sibling groups. Without doubt, this is a direct consequence of the COVID-19 pandemic and containment measures, which temporarily interrupted well-established multi-agency review arrangements for all registrations. At the end of March 2020, the number of children and young people on the CPR was 81; by the end of July 2020 it had risen to 97; representing a 20% increase, which evidences the impact of COVID-19 pandemic.

Table 24: Length of Registration



Periods of registration normally last less than a year, and the number of children and young people who remain on the CPR for 12 months or more remains steady. The CPC closely monitors registration rates and in particular de-registrations, re-registrations and length of time children and young people remain on the CPR as part of its quality assurance work. However, this year, it is clearly evident that the COVID-19 pandemic and subsequent containment measures have had a significant impact both on CPR registration rates and the length of time children and young people have remained on the CPR, as illustrated above. There has clearly been a slower de-registration rate than normal, partly due to the fact that schools and early years services were not operational and able to contribute towards child protection plans in the same way. New ways of working are now in place to address this issue, for example, with key multi-agency child protection meetings taking place on a virtual basis.

Table 25: Risk factors for children in need of protection



The key risk factors for children and young people whose names are included on the CPR continues to be the impact of domestic abuse, parental mental ill-health, problematic parental substance alcohol misuse. Together these are referred to as the trio of risk. For the majority of these children there will also be an element of emotional abuse. Over the last year the identification of non-engaging families has continued to increase reflecting the positive impact of staff training and a focus on neglect over the last 2 years.

Table 26: Numbers of children placed on Child Protection Orders



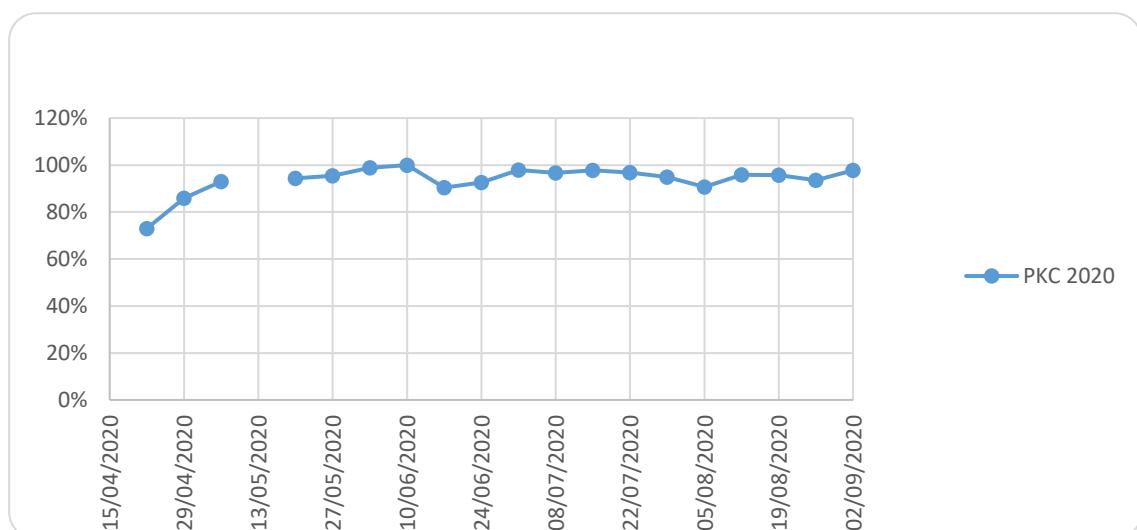
The number of children and young people placed on Child Protection Orders (CPOs) has been generally increasing over the last five years. These figures, which include large sibling groups as being closely monitored.

COVID-19 data (relates to the period 1 April – 31 July 2020)

Children with a child protection plan seen face to face

The percentage of children and young people with a child protection plan, who were physically seen, face-to-face, by their social worker (lead professional), on at least a fortnightly basis, has remained very high. It averages at 94% between April and July 2020. Weekly monitoring showed that after a brief pause in home visits in March, this improved significantly in April and has remained consistently high over the period of the COVID-19 pandemic through to August 2020. This has been monitored very closely as it was important to know that children who were assessed to be at risk of abuse and neglect were being seen at a time when universal services such as schools and nurseries had closed. Social workers quickly responded and engaged in home visits, supported by risk assessments and guidance on the correct use of personal protective equipment (PPE). This high performance was maintained at a time when the number of children on the Child Protection Register and subject to a multi-agency child protection plan increased from 81 to 97.

Table 27: Percentage of children with a child protection plan seen in preceding 2 weeks



3.13 Corporate Parenting & Children and Families Social Work

This is the final year for the Corporate Parenting Plan for 2017-20 and the new plan will begin with close engagement with our care experienced young people, their families and corporate parents such as NHS Tayside and Police Scotland, Scottish Fire and Rescue, Skills Development Scotland, SCRA and 3rd sector partners.

The Corporate Parenting Plan is monitored by the Children, Young People and Families Partnership and its sub group for Corporate Parenting. This includes representation from FYI (the Fun Young Individuals) ensuring that care experienced young people have direct and meaningful engagement with corporate parents and control over the agenda. There are five themes around which our Corporate Parenting Plan is built which reflect the wellbeing indicators and areas selected by young people as being important to them:

- Home (Safe and Nurtured)
- Voice (Respected and Included)
- Health (Healthy and Active)
- Achievement and Attainment (Achieving)
- Employment and Education (Achieving and Responsible)

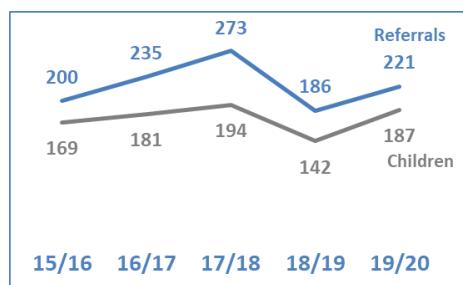
Over the last year, care experienced young people and corporate parents have continued to engage directly in the work of the Independent Care Review. The Promise, the report of the Independent Care Review, was published in February 2020 and sets out a higher collective ambition for a fundamental shift in how decisions are made about children and families and the way in which loving, supportive and nurturing relationships form the basis for all children to thrive.

The Promise provides 5 key foundations for achieving that ambitious wholesale change: Voice, Family, Care, People and Scaffolding.

The review of progress in relation to the current plan and an assessment of what we need to focus on to deliver on the Promise will be carried out in 2020/21. This will be a main priority for Services for Children, Young People Families social work services over the next few years in order that the care system can shift from 'protecting against harm' to 'protecting all safe, loving and respectful relationships'. Between 2017 and 2019 we had made good strides in reducing the number of children requiring residential care and have successful experience of implementing multi-disciplinary intensive family support through our REACH team in order to reduce this by over 50%. However, we have not prevented younger children becoming looked after and the number continues to increase. In addition, we have recently experienced a significant increase in the number of children who require to be looked after during COVID-19. To ensure early activity to put into action the ambitions within the Promise and building on the lessons from REACH, a test-site for innovative intensive family support will be established in 2020/21.

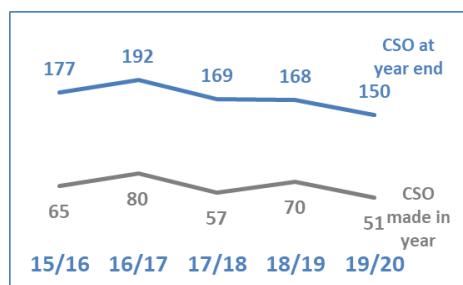
The number of children referred to the Scottish Children's Reporter Administration (SCRA) shows some variation over the last five years. This continues to be monitored jointly with SCRA to ensure that the right children are referred for compulsory measures of supervision, for the right reasons and that the assessment reports contain all of the necessary information and analysis to support effective and protective decision-making for children.

Table 28: Number of referrals to SCRA



The number of children and young people placed on Compulsory Supervision Orders (CSO) and the number of children on a CSO at the end of year show a general downward trend over the last four years. This is in line with the national trend. Children and young people who are placed on CSO are looked-after, either at home or away from home at an approved placement which is named on the Order. These children are subject to supervision visits and contacts by a social worker and six-monthly statutory looked after child reviews.

Table 29: Number of Compulsory Supervision Orders



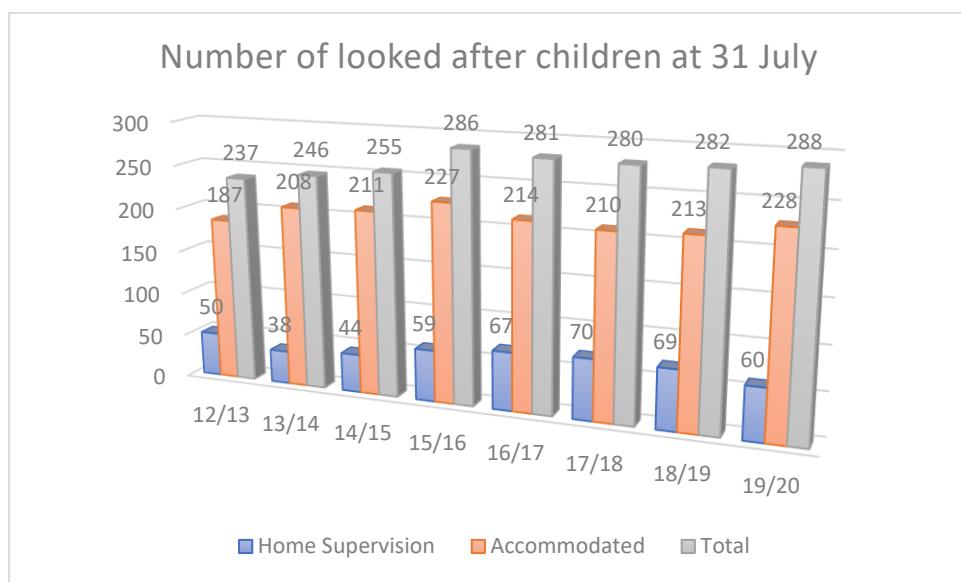
At 31 July 2019, there were 282 children and young people who were looked after away from home by Perth and Kinross Council. This fell by 13 to 269 at the end of March 2020 reflecting the range of work to prevent children and young people becoming looked after.

The upward trend from 2012 had levelled off during 2016 and had begun to decrease and we were on track to end the period with fewer children looked after than any year since 2014.

By the end of July 2020 however, the total number of children and young people who were looked after had risen to 288 with the highest number of children accommodated away from home since 2012 (228). It is clear that the COVID-19 pandemic has resulted in more children and young people becoming looked after than would have been anticipated. This represented **an 8% increase in the number of looked after children and young people during COVID-19** (end of March to end of July 2020). It has also signalled a reversal of the progress made over the previous 4 years in reducing the number of children looked after away from home.

All of the children who became looked after during March to July were accommodated in kinship care or local foster care placements. Our ability to manage this spike in numbers and to retain children within their own communities reflects the very positive impact of measures over the last 3-4 years including, the expansion of the Family Based Care project which had worked to increase the number of local foster care placements and the good practice in seeking kinship care wherever possible.

Table 30: Number of children who were looked after as at 31 July 2012 -2020



Note: 2019/20 figures are not yet published by Scottish Government.

It is clear that the COVID-19 pandemic has resulted in more children and young people becoming looked after than would have been anticipated. There has been a substantial increase in the level of activity carried out by social workers to 31 July 2020 to ensure that children's needs for nurturing care have been met. This increase in numbers of looked after children has meant additional demands on foster care and kinship care and all of the requirements for children to be seen regularly in placement and their circumstances reviewed within statutory regulations. This is all happening at a time when there are also significant demand pressures as a result of the increase in child protection activity.

Children with multi-agency plans contacted

The number of children and young people with a multi-agency plan who were contacted (by home visit, face-to-face, or virtual or telephone contact) by a social worker, on at least a weekly basis, has remained very high and showed a consistently upward trend over the period of the COVID-19 pandemic and when schools were closed. Weekly monitoring showed that after a brief pause in home visits in March, this improved significantly in April and has remained consistently high over the period of the COVID-19 pandemic through to August 2020. This data comprises all cases open to Service for Children Young People and Families, including all cases open to the Child Protection and Duty Team for follow up and initial investigations. This has been monitored closely as it was important to know that families who need coordinated support were getting the help they need.

Social work staff along with other professionals quickly responded and engaged in these contacts, supported by risk assessments and guidance on the correct use of personal protective equipment (PPE). Performance varied week to week but overall during the period April to July 2020, 50% of children who were the subject of a multi-agency plan were seen each week. The total number of children varied from from 916 to 955 each week.

This data shows the extent to which social work staff prioritised and maintained a focus on the most vulnerable children throughout the pandemic. Social workers endeavoured to ensure that all children, young people and families who had a lead professional social worker were seen face to face and that multi-agency child's plans continued to address risks and needs throughout the pandemic.

Table 31: Number of children with a multi-agency plan.

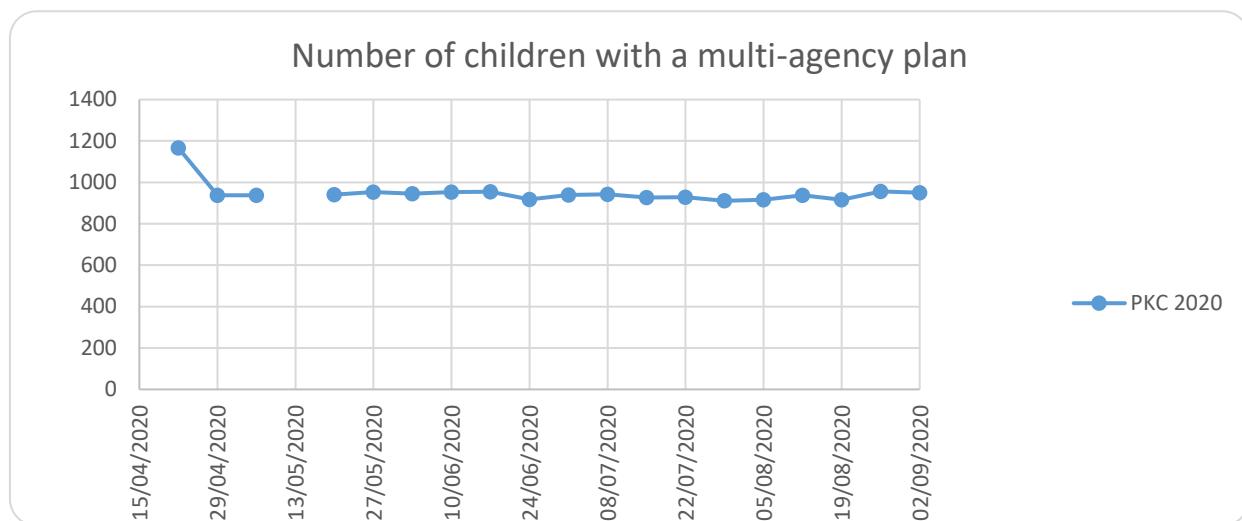
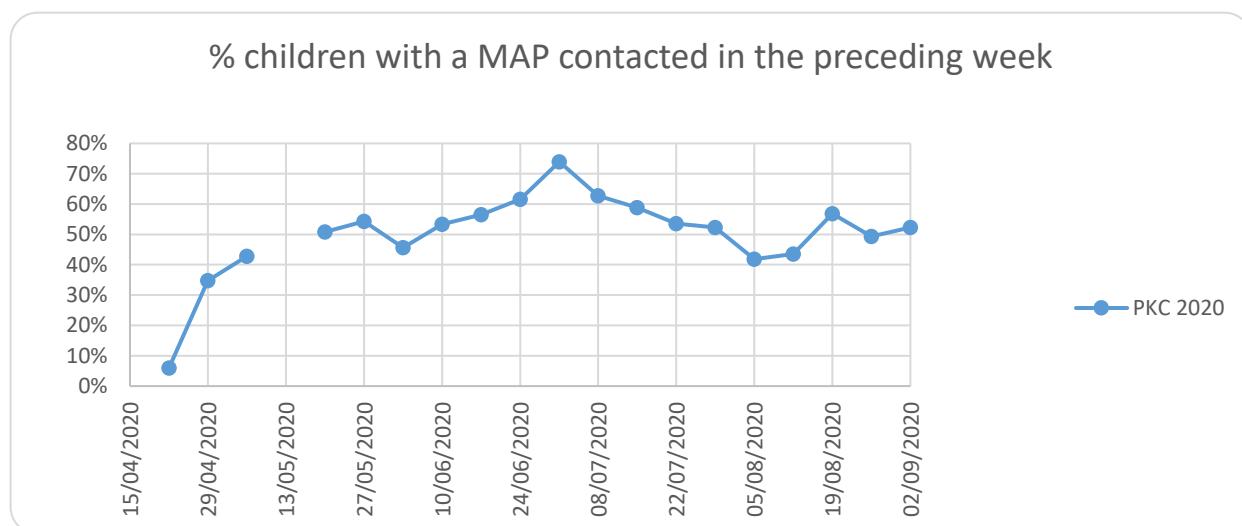


Table 32: Percentage of children with a multi-agency plan (MAP) seen in the preceding week.



Children and Families Fieldwork Teams

Children and family fieldwork services includes the Child Protection and Duty Team, five locality social work teams as well as specialist services for children with a disability, pregnant women and families with very young children at risk, family support and supervised contact for children who are looked after.

Family Focus

The Family Focus Team undertake Initial Assessment Reports for all unborn babies that are referred through the Unborn Baby Protocol and for children under three years where there is growing concern for their welfare. The Maternal Minds group was established in 2019 to address a gap in the support for parents experiencing ante and post-natal depression.

Perth City and South

The team has links with a local community women's group who have made knitted animals for children. This is a good example of intergenerational work as the knitting group is now making 'Worry toys' using the GIRFEC SHANARRI wellbeing indicators. These are affectionately known as 'Shanarri Calamaris' as they have 8 legs (one for each indicator) and the legs can be used to convey the child's feelings at a very early stage with social workers.

A social worker from the team received the Police Scotland Tayside Divisional Commanders Award for outstanding and noteworthy actions by Police officers, Police staff, Special Constables or members of the public. The social worker's role in operation Tanzanite was recognised as an outstanding example of multi-agency working and maintaining a steadfast commitment to the safety and protection of children.

Blairgowrie

From February 2020, the Blairgowrie team has become involved in a Pathways Pilot that is a multi-agency approach to service provision in the Blairgowrie and Rattray area. This is in partnership with Education, Police, Youth Services, DAT, Housing, Health, Psychology. This was a pilot based on work with five families who were high users of these services and that were deemed as benefitting from a joint approach. Looking at delivering services at a local level through better partnership, collaborative and effective working. The social work measurable outcomes for this were in relation to children being able to remain at home safely, number of referrals to Child Protection Case Conference and referrals to the Children's Reporter.

Strathearn and Kinross

The team has delivered the Reconnect parenting programme. This focused, 8-week block of 1:1 work helps SSCO's to identify any specific areas of on-going support for parents. Through discussions with the allocated social worker/senior practitioner/team leader this can help to pin point the most effective use of the SSCO's time. The parenting project is being evaluated by taking feedback from parents at the end of each session. It is also being evaluated by the parents completing a strengths and difficulties questionnaire at the start of the project, after 8 weeks and after 6 months. During this programme parents learn how their own experience of being parented impacts on how they parent their child, they learn about the relevance of the hierarchy of needs and how lower needs all had to be met before their child could progress. It also considers how babies learn.

Summer Project 2019

35 children and young people were engaged in a summer group work over the school holiday period, referred by Social Workers in the team. This created opportunities for honest dialogue with some of the young people who were struggling the most over picnics and various activities. These outings were good opportunities to speak about appropriate/inappropriate behaviour in school, at home and in the community and allowed families to see Social Work in a positive light and to help build trust.

Assessments and report writing

In 2019, in an effort to secure continuous improvement in the assessment of risks and needs, all social work assessments prepared for Child Protection Case Conferences and Children's Hearing were reviewed by Improvement Officers and evaluative feedback was provided to social workers and their Team Leaders. For a period of 3 months, Children's Hearing Panel members provided feedback to Services for Children, Young People and Families with a view to ensuring that the reports contained all of the necessary information and analysis to enable panel members to come to the most appropriate decisions about children. This successful approach has now been taken up more widely by other local authorities. Training in report writing has taken place for all social work staff.

Children and Families Looked After Services

Adoption Team

Over 2019/20, the adoption team developed and lengthened the transition process for children to include chemistry meets and additional meet-ups between children and prospective adopters prior to the more intensive transition period. This has ensured a much more robust match and there have been no disruptions since October 2017. Perth and Kinross has been asked to share local guidance with other local authorities via Adoption and Fostering Alliance Scotland.

Family Based Care

Over 2019/20, there were 50 assessments for kinship carers to become approved carers for looked after children within their family.

The Family Based Care Team supports 156 kinship placements, 74 of these relate to children who are looked after by the local authority and placed in kinship care and 82 of these relate to kinship placements which require additional support and assistance because of their circumstances.

Family Change

Over 2019/20, the Family Change Team have provided 106 professional consultations and over 400 therapeutic sessions. 84% of referrers and 79% of parents report positive change in the child after their child received a service at Family Change.

This year Family Change has been approached to have a role in 2 new areas of service - the PRAISE team which is a new team to support improved educational outcomes for children of primary school age and who are looked after at home, and, the School Counselling Service. This work is fully funded via Scottish Government grant funding.

Developing Independent Advocacy

In line with the action plan arising from the Joint Inspection of Services for Children and Young People by the Care Inspectorate in April 2018, the arrangements for advocacy and for seeking the views of children and young people at key child protection meetings, Looked-After Reviews and Children's Hearings has been further developed over the last year. The priority focus has been to ensure that all children and young people who are looked-after and accommodated or who are looked-after at home and those who are involved in child protection processes receive high-quality independent support and advocacy. Support from budget motion monies from the Council's budget setting in 2018-2021 has enabled significant improvements in the extent to which advocacy can be offered as a matter of routine and enabling all children and young people to benefit from independent support and new ways of expressing their views at important times.

Independent support from the Child and Youth Rights Officer and Independent Advocacy Perth and Kinross enables children and young people exercise their right to be listened to, understood, respected and taken seriously during key meetings.

An increasing number of children and young people have had their views presented at key meetings. The Children's Rights Officer supported 21 children over the past year at child protection meetings. The Independent Advocacy Perth and Kinross (IAPK) has been commissioned by Education and Children's Services and is the primary provider of Children's Hearing Advocacy in Perth and Kinross. A Children's Hearing Advocacy post has been created along with a full time Advocate working exclusively with children and young people. IAPK supported 123 children and young people at 209 meetings over 2019/20. This is a much-improved position from 44 children and young people in the previous year.

Over the last year, the number of children and young people under 15 years taking up the offer of advocacy has increased by 72% from 25 to 43 individuals. The number of young people who are aged 18-25 and who are entitled to continuing care (and to remain in their care placement until they reach 21) or after care (up until they reach 26) accessing independent advocacy has also increased by over 300% from 18 to 74 individuals over the last year.

Since July 2019:

- 147 children and young people's views were presented at a Child Protection Case Conference by their social worker, carer, advocate or other professional
- 233 looked-after children and young people's views presented at a Looked-After Review Meeting by their social worker, carer, advocate or other professional
- 100 children and young people helped to submit an All About Me Form to a Child Protection Case Conference or a Looked-After Review Meeting

Services for Children and Young People has continued to commission the Mind of My Own App. This has been expanded in 2019/20 to include Express, developed specifically for children under 8 years and for children with a learning disability. The Mind of My Own App is therefore now available to a much larger group of children and young people ensuring that the views of children who are often described as far harder to reach are sought and considered during key decisions. 355 individual statements were made, and it is reassuring to see the number of children and young people using the App in preparation for a meeting which means their views can be considered when decisions are made. Equally encouraging is the number of young people who are using the App to share good news and to prepare a statement and in advance of a visit by their social worker to help open up discussion about those areas that are important to them.

Table 33: Number of children and staff using Mind of My Own

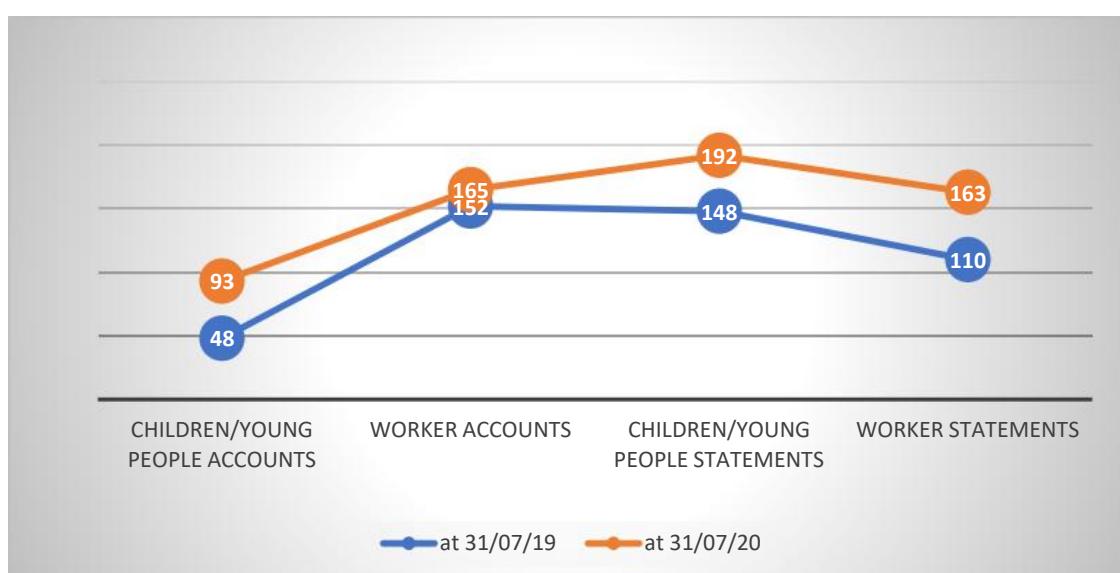
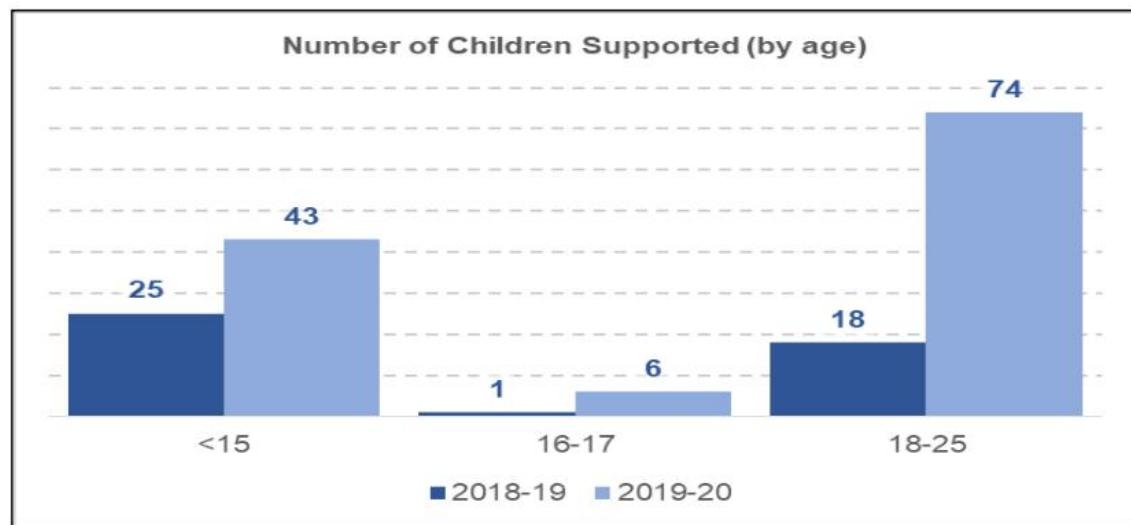


Table 34: Number of Mind of My Own Statements in 2019/20



Table 35: Number of children and young people supported by Independent Advocacy Perth & Kinross (IAPK)



Children with a disability

In 2019/20, £61,375 was committed to support the provision of Self-Directed Support (SDS) within services for Children, Young People and Families in 2019-20. A total of 118 applications for support were made and a range of resources provided to meet need. A further £198,100 was provided, specifically, to support children with disabilities, 48% of families with children with a disability receive Option 1, solely, as a Direct Payment. These families have their own budget which they use to buy in their own support. This budget is fully managed by the family, and most families use their budgets to fund personal assistants.

The innovative use of SDS has taken time to embed and there is an ongoing training requirement for staff. The incremental implementation has enabled staff within Services for Children, Young People and Families to benefit from learning from earlier work undertaken with adults. Woodlea continues to provide high quality residential and day respite for 89 children and young people with complex needs. Over the last year, Woodlea provided 485 overnight respite stays and 684 day-respite stays.

The Children and Disability Outreach Service from Woodlea continues to be an effective intervention to support children, young people and their families throughout Perth & Kinross. The four Senior Social Care Officers from Woodlea Residential Team balance outreach and residential respite. The outreach service has supported 39 families over the last year.

An online parent survey revealed that all parents rated the support from Woodlea as good or better and 78% of parents rated the support from Woodlea as Excellent.

Supporting young people to remain in their own families schools and communities

In August 2017, Perth and Kinross Council approved and provided financial investment in a transformation project to reduce the number of children and young people in external residential placements and to put in place a 'one stop', multi-disciplinary response to address the needs of young people aged 12-18 years and to their families across Perth and Kinross.

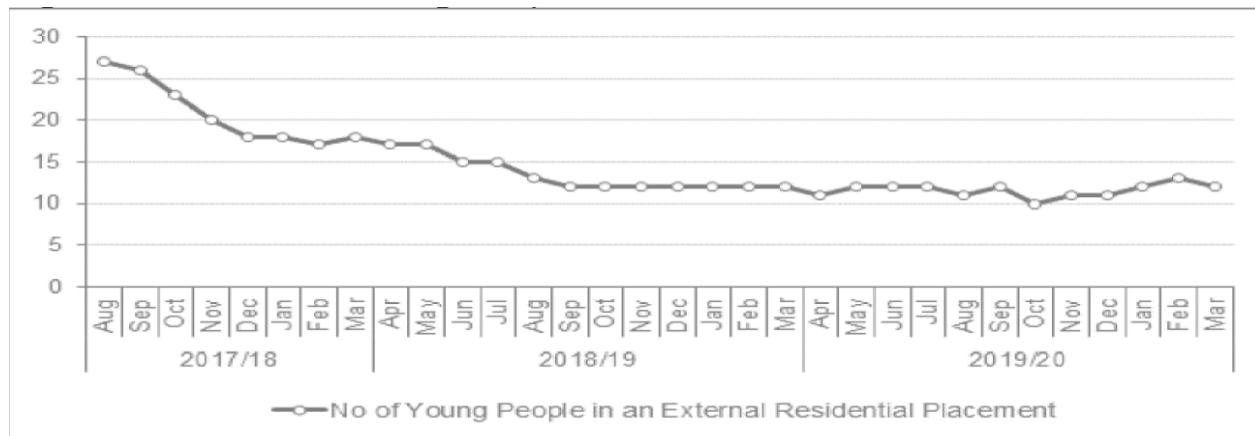
In January 2019, the fully established REACH team moved to a dedicated and refurbished building adjacent to Almondbank House in Perth. The team operates 24 hours and 7 days a week with Social Workers and Social Care staff providing cover. This working model enables REACH to support families when they are most in need of support, whether this is during the day, in the evening or at the weekend.

The provision of integral support from the Clinical Psychologist and Speech and Language Therapist complements the expertise of a dedicated teacher and specialist Social Workers and Social Care Officers. This professional skill mix has been invaluable in providing holistic care and support to some of the most vulnerable young people in Perth and Kinross.

From 1 April 2019 to 31 March 2020, REACH had supported 59 young people, 24 of whom were looked after young people before they began working with REACH and for whom the aim was to return to their family or local community.

The contribution of the REACH Team to avoiding the need for young people to become accommodated in external residential placements is evident. The reduction in the number of children and young people requiring residential placements has been maintained at between 10 to 12 over the last year and remains lower than the three-year average.

Table 36: Number of children and young people in external residential placements.



REACH Social Workers are amongst the first in Scotland to use the Short-Term Assessment of Risk and Treatability: Adolescent Version (START-AV). The START-AV tool focuses on the strengths of the young person whilst taking account of their vulnerabilities and risks. Using this assessment tool allows for any change in strengths, vulnerabilities and risk to be measured in a consistent manner. Currently five social workers are trained in START-AV and one social worker has completed the training for trainers.

3.14 Services for Young People

In 2019/20 services for Young people supported the achievement of the following awards:

- 9 participants achieving 7 Youth Achievement Awards
- 60 participants achieving 56 Dynamic Youth Awards

- 25 participants achieving 19 Hi5 Awards
- 368 Duke of Edinburgh Awards (201 Bronze, 108 Silver, 59 Gold)
- 2 Baby First Aid certificates
- 14 John Muir Awards
- 20 Food Hygiene Certificates

Services for Young People supported the distribution of 1184 NEC Cards to young people across Perth and Kinross. The service supported 50 (85% success) aged 16-19 on to a positive destination. 18 young people ran the Community Café, Full of Beans at @scottstreet.

The services achieved a Bronze award for the completion of the LGBT Charter jointly with Wellbank which required some comprehensive, long term work in terms of presentation of evidence and working protocols within the service evidencing our positive and promotional work within this area.

In partnership with the Gannochy Trust, Universal Youth Work is commissioned from 5 local providers and over the last year levels of engagement have increased. Across Perth and Kinross 2906 contacts were made with young people, 1575 volunteering hours carried out by young people aged 11-16 and a further 1155 hours by young adults 16 plus.

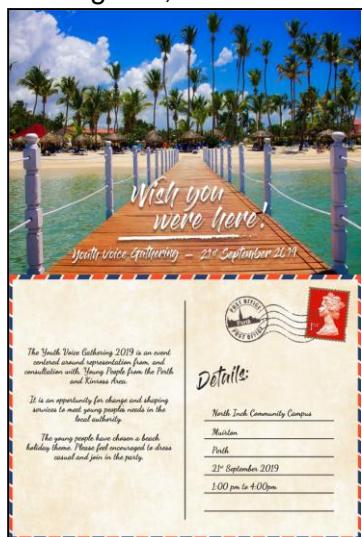
A partnership with the Hadden Group: Construction & Property Development won a silver GO Award for their input into youth initiatives towards employment.

7 young men took part in a sailing residential, 6 of whom were care experienced. 3 went on to complete their RYA competent crew qualifications.

The Children's Rights Officer (CRO) has worked alongside a professional advisor from UNICEF to coordinate and deliver Achieving Silver and Achieving Gold training for participating schools. Since April 2019:

- 8 schools have achieved Bronze: Rights Committed
- 2 schools have achieved Silver: Rights Aware
- 1 school has achieved Gold: Rights Respecting
- 3 schools have been reaccredited as Gold: Rights Respecting
- a further 21 schools have registered for RRSA and have assessments scheduled

The Milestones workshop (including the film) was delivered to 2000 participants across Perth and Kinross and Tayside. 500 Corporate Parenting Kits made to raise awareness in return for pledges to support our local care experienced young people. 36 successful individual grant applications made totalling £16,783 for local care experienced young people.



The Youth Voice Gathering was held on Saturday 21 September 2019 at the North Inch Community Campus in Perth. This was a one-stop-shop type event, planned by young people, for young people. The event aimed to showcase their work and to share and discuss with representatives from key local services, agencies and partnerships, what was significant and important to them in terms of keeping themselves safe; improving their health and wellbeing and to improving the quality of their lives.

On the day, 13 separate services, agencies and partnerships attended the event and engaged with 9 individual youth groups and their representatives.

Wellbank and Throughcare Aftercare

On 31 March 2020, the percentage of children being cared for in the community remained very positive at 96%. In 2018/19, Perth and Kinross was ranked first out of 32 local authorities for this measure within the Local Government Benchmarking Framework.

Over the last year, the number of supported lodgings providers has increased from 11 to 12 and the number continuing care placements has increased from 21 in 2018/19 to 28 in 2019/20.

The Council's commitment to providing accommodation for Unaccompanied Asylum-Seeking Children (UASC) has continued. Over the last year, an additional 4 young people have been provided with high quality care and support. This brings the total accommodated to 13 with an incremental approach to provide for a total up to 20 over the next few years.

The number of care experienced young people being supported by the Through Care and After Care Team has increased from 193 to 238 with 84% of all young people entitled to after care services up to the age of 26 remaining in touch with the team. This high level of contact is been consistent since 2016 and represents an incremental increase in workload for the team year on year.

The #C200 charity was set up by Perth and Kinross Council employees in 2019 to support young people who have left care without the benefit of family support. 140 young people have benefited from the funds over three significant periods, Christmas 2019 and March/April in support of young people coping with the COVID 2020 outbreak and further vouchers paid for young people's birthdays. To date, we have been successful in gaining 36 funding awards for young people for items such as laptops, driving lessons, items for accommodation, clothing and essentials etc.

3.15 Support for Carers

Support for unpaid adult carers

The Carers (Scotland) Act 2016 was implemented on 1 April 2018 seeking to improve the rights of carers and to reduce the adverse impact on their health and wellbeing as a result of their caring responsibilities.

During 2019/20, key activities focused on meeting new legislative duties and to ensure that the way in which this was implemented met the needs of carers. The Joint Carers Strategy 2019-22, for adult and young carers, was approved on 6 November 2019 by Integrated Joint Board and Perth & Kinross Council's Lifelong Learning Committee. The development of the Carers Strategy was undertaken through engagement and consultation with carers and professionals that support them. In total 359 people across Perth & Kinross provided valuable opinions and insight. Emerging themes were highlighted during the consultation which were used to formulate a series of six commitments which were included in the Carers Strategy. Ongoing engagement is a feature of the strategy to ensure that services are flexible enough to respond to changing needs and that services are available within the communities in which carers live.

The Strategy builds on what has already been achieved locally to give carers access to appropriate help and assistance, including options for respite breaks, a telephone befriending service for older carers, social prescribing and statutory support services for carers tailored to their individual needs.

Key activities over the last year to enhance the support for carers include:

- Consultation with Carers in the development of the Carers Strategy, the "Adult Carer Eligibility Criteria Framework" and the "Short Breaks Services Statement".
- Roll out of the Carers Experience Survey to evidence the impact of the changes that are made as a result of the Strategy; the responses received so far have demonstrated that carers were mostly aware of the support available to them and had been able to use this to support the person they care for.

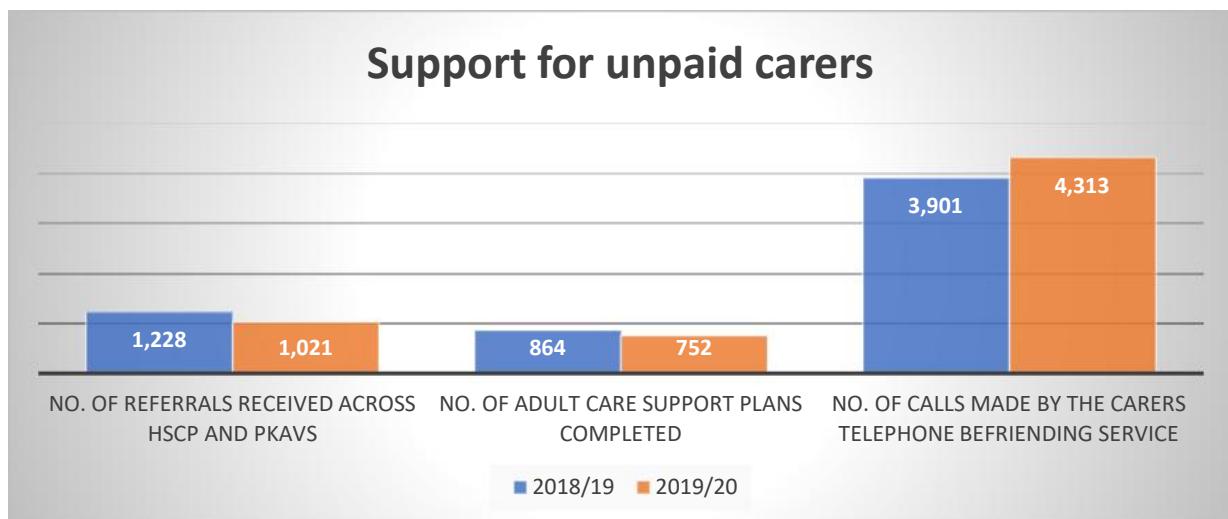
- Recruitment of four carer support workers; three based in localities and a fourth who is dedicated to support unpaid carers when a patient is discharged from hospital
- Improving the Carers Journey and the process for carers, including parents of children with disabilities, drugs and alcohol and mental health to ensure an easier journey for the carer in getting the support they need, creating personalised pathways, ensuring that support is flexible to the needs of carers.
- PKAVS Carer Centre moved to a dedicated building within Perth City which provides day centre support and a single point for current, accurate information and support for carers across Perth & Kinross. Additional investment has been made in personalised sitting services which support carers in the community, enabling families to stay together longer.
- Investment in a telephone befriending support service for Carers
- Investment in technology to support carers and promote the benefits of Technology Enabled Care for carers
- Enhanced information for carers available on pkc.gov.uk website

Referrals and Adult Care Support Plans were higher in 2018/19 following the implementation of The Carers (Scotland) Act 2016 as plans were introduced to replaced existing carer assessments. From March 2020, there has been a clear reduction in the number of new Adult Care Support Plans due to Covid-19. Not all carers seek formal plans and others have been reluctant to engage with external services during the pandemic.

Carer Support Workers have provided support throughout the pandemic to vulnerable carers. In partnership with services commissioned from PKAVS, the service for unpaid carers was enhanced to provide support 7 days per week. Distribution Hubs were established to provide Personal Protection Equipment (PPE) and between March and June over 280 requests for emergency supplies were managed and provided to unpaid carers and local providers.

PKAVS Carers Hub redeployed staff to work on the telephone service during the response phase. Management information indicates that in addition to the number of calls made by the Carers Telephone Befriending Service there were a further 13,682 calls made across the Health and Social Care Partnership to support carers through the pandemic from March to the end of June 2020.

Table 37: Support for unpaid carers



During COVID-19, as the restrictions on gathering and movement were put in place many of the usual supports depended on by carers, such as peer support groups, paid carers and day care services, became less available. PKAVS provides preventative informal support extended the telephone befriending service to cover out-of-hours and weekend times and more communication platforms supporting up to 1,150 carers a week.

Social Work teams were able to ensure that the most vulnerable service users and carers were supported on a regular, frequent basis. A short-term Carers Sitting Service was established using re-tasked staff who supported carers to have a short break from their caring role. This service enabled carers to go shopping, exercise, rest, read or listen to music, knowing that the person they care for was safe and looked after. Feedback from carers and the people they cared for who used the service was overwhelmingly appreciative of the break it gave them. By using an early intervention model, we were able to reduce the impact of Covid on carers and prevent carer breakdown.

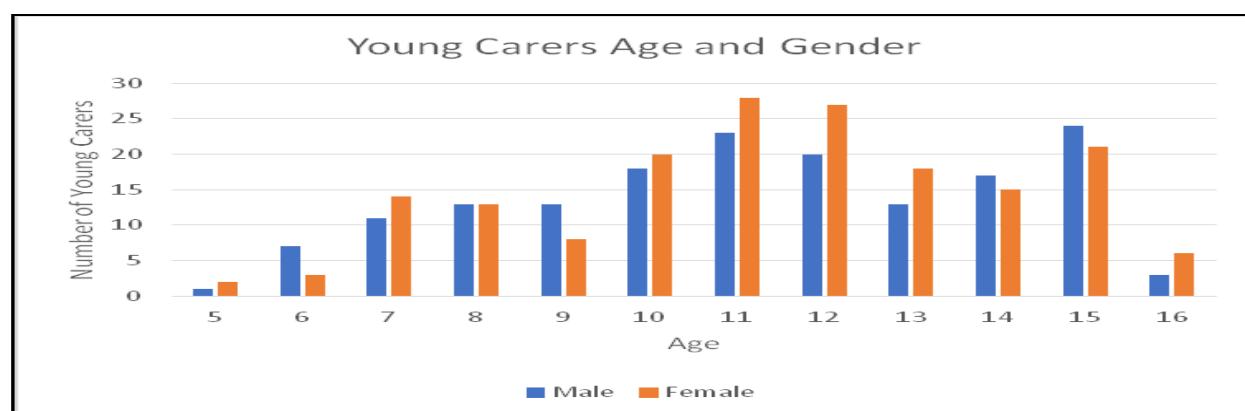
To support carers in accessing PPE, an Emergency PPE process and pathway was established enabling carers to access PPE when having difficulty with normal suppliers. PKAVS supported 146 family carers to access PPE during the pandemic and lockdown who were shielding or fearful of leaving their homes.

Young Carers

The Carers (Scotland) Act 2016 which came into effect from 1 April 2018 entitled young carers to request or be offered a Young Carer Statement (YCS). Additional Scottish Government funding to support the new duties imposed by the Act provided a budget of £111,152 for 2019/20. This enabled a number of key developments including a strengthening of the Service Level Agreement with PKAVS to continue the highly valued support for Young Carers. The joint Carers Strategy has strengthened collaborative working across Services for Children, Young People and Families, the Health and Social Care Partnership and PKAVS enabling a more holistic approach to families which addresses the support needs of young carers and the cared for person.

Working with PKAVS, Young Carers and their families, the ECS Inclusion Team delivered an outreach event for schools which resulted in increased awareness of the need for support by Young Carers and as a result there has been an increase of referrals by schools to PKAVS. The number of Young Carers seeking support has continued to grow and at the end of July 2020 there were 338 Young Carers receiving support with approximately 10 new Young Carers coming forward every month.

Table 38: Number, age and gender of identified Young Carers 2019/20



The following additional support has been secured over the last year:

- an Education Support Worker based in PKAVS
- increased support through group work and 1-1 sessions for young carers in rural areas through two new posts
- additional and bespoke tutoring for young carers who need more support to succeed in school
- additional funding to increase and widen respite opportunities via the Children and disability Team and PKAVS
- a new social worker post within the Children and disability Team to assess and provide support to parent carers and prepare Young Carers Statement for those with the highest level of needs.

The Educational Attainment Service for Young Carers, EASYc commenced in May 2019, as part of the legacy for the late Councillor Barbara Vaughan. The aim of EASYc is to support Young Carers who are finding it difficult to remain engaged in education. The service is flexible and adapts to the needs of each individual young carer. Support is available via homework clubs, time-limited private tuition and remote access to study supports.

Prior to the COVID-19 pandemic, tutoring took place face-to-face at PKAVS Carers Centre. Since the COVID-19 restrictions were imposed in March 2020, these tutoring sessions have been delivered by virtual means to 85 Young Carers. Referrals come from support workers, schools, social workers, parents or the Young Carer and they have been supported to remain digitally included and able to stay in touch via online communication.

Young Carers Voice is a group of 8 Young Carers who meet once a month to discuss issues which affect them. The group has produced an awareness raising podcast and provided views on local strategies and services and specifically to staff and managers responsible for developing services for Young Carers. Here is a link to their [Podcast](#).

3.16 Adult Social Work and Social Care Services

Technology Enabled Care

Technology Enabled Care (TEC) aims to increase people's choice and control over the support that is offered. TEC can enable people to self-manage their own health and wellbeing, allowing them to stay safe and independent for longer. Care can be provided through a range of technologies such as Community Alarms to those who wish to remain safe and independent at home or in a homely setting. TEC allows for greater choice of support and enables peace of mind for users and their families.

A new Smart Flat was opened at Carpenter Court and between July and December 2019 over 300 visitors came to see the range of technology in operation within the flat. The Smart Flat allows people to see how this technology can be used in a home setting and gain a better understanding of how it could support those they care for.

There has been a slight decrease in the number of installations from 3771 in 2018/19 to 3628 in 2019/20. In line with government restrictions, it has not been possible to allow visits to see the technology demonstrated in the Smart Flat and a virtual tour will soon be available online, increasing its accessibility to a wider audience and to comply with social distancing.

Throughout 2019-2020, the TEC team, along with Community Alarm services, continued to prepare for the change over from analogue to digital in partnership with Scottish Government. We will soon be trialling digital community alarm boxes to test their suitability for the pilot. The TEC Strategy will be updated and refreshed to reflect past achievements and future ambitions. The TEC/Digital Strategy Group has been established to lead on the development of a comprehensive strategy.

A Community Alarm Survey was carried out during 2019/20 to assess people's views on the services provided. This confirms a continued high level of satisfaction with the equipment and positive impact on supporting people to live as independently as possible for longer.

Community Alarm Survey Results

2017/18	2018/19	2019/20
92.1% said they felt safer with the Community Alarm installed.	99% said they felt safer with the Community Alarm installed.	98.3% said they felt safer with the Community Alarm installed.
100% said the Community Alarms service supports them to live as independently as possible.	100% said the Community Alarms service supports them to live as independently as possible.	100% said the Community Alarms service supports them to live as independently as possible.
92% rated the service as Very Good or Good.	100% rated the service as Very Good or Good.	96.6% rated the service as Very Good or Good.

The introduction of NearMe has been driven nationally by Scottish Government and the HSCP has supported the rollout with NHS Tayside as well as rolling out the use of NearMe to PKC teams in occupational health, substance misuse, and REACH. This use of a secure patient/practitioner video consultation tool has been successful in enabling patients to attend vital consultations in a safe and secure manner that otherwise would not have happened. NearMe will continue to be the preferred tool in the future with further expansion within the service.

Learning & Disabilities Team

Transitions

The transitions team works with young people and their families to help them negotiate the transition to adulthood. Support for transitions is provided for as long as is necessary to ensure the correct support is in place to meet outcomes and that this can be maintained. Young people continue to be supported at home, to move into their own tenancies, to attend college, day opportunities or community-based resources such as Lost in Transition (Walled Garden). The team is supporting 61 young people, who are transitioning from school into adult life. The young people are in varying stages of transition.

During 2019/20, the transitions team has been working with Housing services to identify future housing needs, and with the commissioning team to plan for future provision. A Transition Lead Agency Group has been established to review current transition practice, identify good practice and areas of improvement. The remit and purpose of the group will ensure that all young people with additional needs have an appropriate transition pathway to support them into positive destinations and improve their outcomes into adult life.

SUPPORTING YOUNG PEOPLE THROUGH TRANSITION, DURING 2019/20

Young People who left school in 2019	15 young people were supported by the transition team to move on from school into adult life who left school in 2019.	<i>Outcomes include:</i> <i>A young person took up residency in a new service for young people up to the age of 21.</i> <i>Two young people have a shared tenancy as a result of joint work with housing and commissioning.</i>
Young People due to leave school in 2020	24 young people are being supported with their transition from school into adult life leaving school in 2020	<i>Outcomes include:</i> <i>Three young people will move into their own single tenancies.</i>
Young People due to leave school in 2021	17 young people are being supported with their planning for leaving school in 2021.	<i>Outcomes include:</i> <i>Two young people will obtain a supported tenancy on leaving school.</i>

April to June is historically the Transition team's busiest period, supporting the young people who are due to leave school, which is often the most anxious point in a young person's journey to date. However, due to the Covid situation, all transitions work ceased with young people no longer attending school and identified care providers unable to initiate transition support. Transition workers touched base with all of the young people and their families to offer support and advise on current situation with transition. Carer's sitter service was offered as well as linking in with the school Hubs to ensure that vulnerable young people continue to be supported.

As we move into recovery and renewal, workers have recommenced home visits, linking in with care providers to start transition where possible. Currently, in-house day opportunities have been providing a limited service through outreach and virtual groups, no building-based provision has been offered to date. The Young People who would have been accessing day opportunities as part of their support have now been linked into the current service offered and been advised on the current limitations.

Employment Support Team

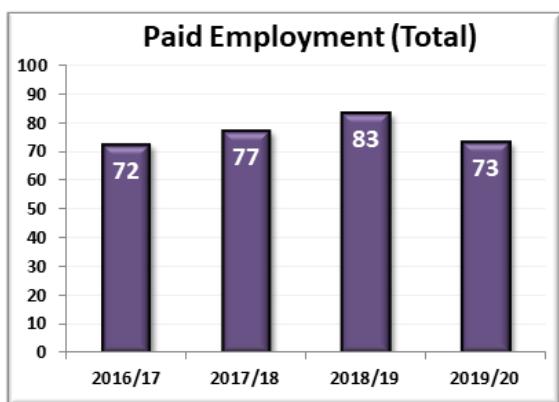
The Employment Support Team (EST) offers employability related support to people facing additional challenges to prepare for, find and maintain employment. People aged 16+ who have additional challenges as a result of mental ill-health, learning disabilities, acquired brain injuries, autistic spectrum conditions or those affected by drugs and alcohol are eligible to access the supported employment service. The team currently supports 131 people with a further 38 people awaiting a service.

The team offers vocational development opportunities to people with learning disabilities to assist them to prepare for employment through work skills courses, job tasters and work experiences. For young people with additional needs such as illness or disability, transition from school to employment can be challenging. Work experience for school pupils is extremely valuable and provides a sense of what it's like to do a job in a real work setting and the Employment Support Team works closely with Education and Children's services providing support and advice about work experience for pupils with additional support needs.

The number of service users supported to gain or to retain paid employment has remained steady overall for the last 4 years at between 70 – 80 people. People with a learning disability made up just over half of those supported into paid employment and three-quarters of those supported into volunteering or work experience.

The EST leads and co-ordinates the Perth and Kinross Employability Network which supports partnership working, support and guidance for local employers. The website www.pkemploy.net and social media platforms publicise the range of opportunities available through the support of local employers. The Network's objective is to improve employability services for young people and adults with additional challenges and barriers to work (disabilities, illness or a history of offending). A wide variety of opportunities are available through the Network's strong 35 Membership including a portfolio of vocational, volunteering and work experience placements to help people achieve their personal goals and outcomes.

Table 39: Number of people supported into employment, work experience and volunteering



4 Quality of Care and Support – Independent Scrutiny

Care Services for Adults (HSCP)

Overall, regulated care services in Perth and Kinross are providing high quality care to local people. In 2019/20, 86% of care services for adults were rated good or better in Care Inspectorate Inspections and this is higher than the Scotland figure of 82%.

Perth & Kinross HSCP operates 10 in-house registered care services and 6 services were inspected in 2019/20. Home Assessment and Recovery Team (HART); Adults with Learning Disabilities Supported Living; Parkdale Care Home and Day Service; New Rannoch Day Centre Dalweem Care Home were inspected. The inspection report for Dalweem Care Home has not been published and is delayed due to COVID-19.

Care Homes and Day Services (Internal)

Of the services inspected, 12 quality themes were assessed in the following key areas: How well do we support people's wellbeing? How good is our leadership? How good is our staff team? and How well is our care and support planned?

Out of the quality themes assessed; 1 received Excellent (Level 6), 7 Very Good (Level 5) and 4 Adequate (Level 3).

As part of the new inspection framework implemented during this year, the Care Inspectorate evaluate the following areas under 'How well do we support people's wellbeing?', grading detailed in the table below:

People experience compassion, dignity and respect	3 Excellent 1 Good
People get the most out of life	2 Excellent 1 Very Good 1 Good
People's health benefits from their care and support	1 Excellent 2 Very Good 1 Adequate

This demonstrates that services continue to perform well and offer high quality care. No requirements or recommendations were made as a result of these inspections.

Feedback gathered during the inspection process was positive:

***"I am very happy." "The staff are very friendly and easy to get on with." "The service has been a great support to me."* (Parkdale Day Service)**

***"Cannot say any more than how excellent the care and support my mother gets from Parkdale", "It is amazing, and I'm involved in everything". "The staff are very friendly and helpful."* (Parkdale Care Home)**

***"They are very well looked after, nothing is too much trouble, "Communication is very good, and they are always looking for new ideas."* (New Rannoch Day Centre)**

***'Staff are exceptionally good. They do anything you ask', 'If you can't be at home, this is the next best thing'* (Dalweem Care Home)**

Home Assessment and Recovery Team (HART) and Adults with Learning Disabilities Supported Living

The Home Assessment and Recovery Team (HART) was inspected during January 2020 and Adults with Learning Disabilities (Supported Living Team) in September 2019.

Grading awarded at the time of inspection	Home Assessment Recovery Team (HART)	Adults with LD Supported Living
Care and Support	Very Good (Level 5)	Very Good (Level 5)
Environment	Not Assessed	Not Assessed
Staffing	Very Good (Level 5)	Not Assessed
Management and Leadership	Not Assessed	Very Good (Level 5)

No requirements or recommendations were made as a result of these inspections. Feedback from people using the services and their relatives' carers was overall positive, comments included:

***"My needs are being met and I am being encouraged to be as independent as I can and if my needs change, I have support from staff who have all been excellent with me in my short time with the service."* (HART)**

***"I do lots activities", "Really happy with the Service", "Staff are all very professional" and "Very Good Communication"* (Supported Living Team)**

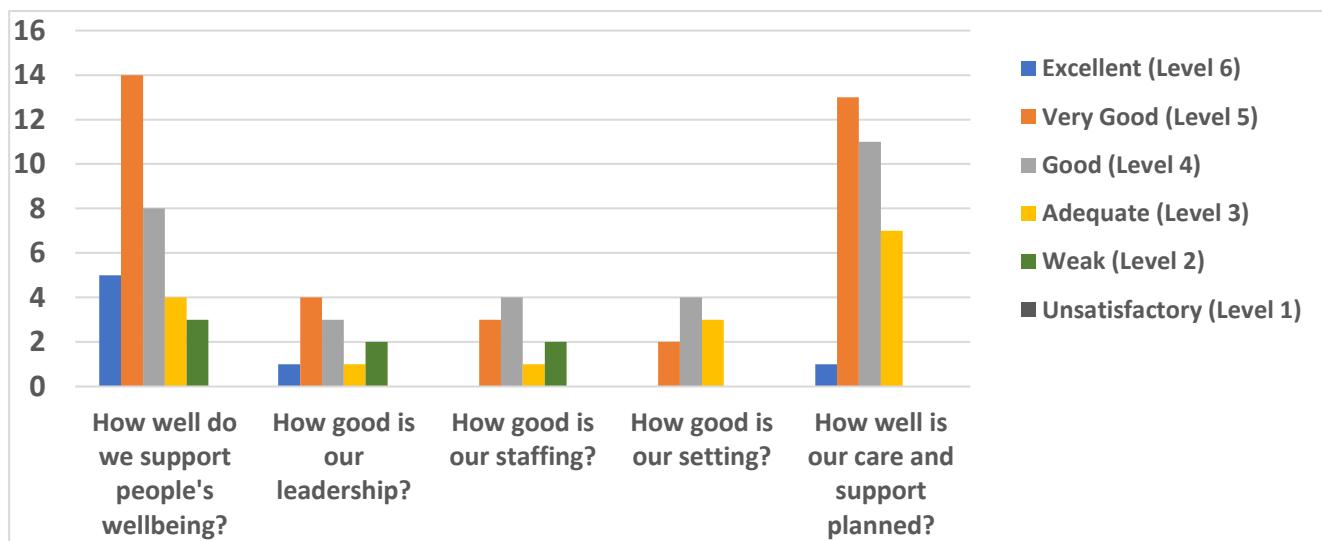
Care Services (Independent and Third Sector)

Services inspected during 2019/20 included Care Homes for Older People (using new inspection frameworks), Care at Home for Older People and Supported Living Services for people with Learning Disabilities and Mental Health.

Care Home Providers

A total of **96** quality themes were inspected across Care Home Providers and the majority of gradings were good and above with very small numbers awarded adequate/weak evaluation. No service received an unsatisfactory grading.

Table 40: Care Inspectorate inspection gradings care homes



Care at Home Providers and Supported Living Services

A total of **56** quality themes were inspected across Care at Home Providers and Supported Living services for Mental Health and Learning Disabilities. The majority of gradings were good and above, no services were awarded weak/adequate or unsatisfactory evaluation.

Table 41: Care Inspectorate inspection gradings care at home and supported living services



All services are committed to continuous improvement and have developed action plans in response to inspections including suggested areas for improvement by the Care Inspectorate and feedback from service users and relatives.

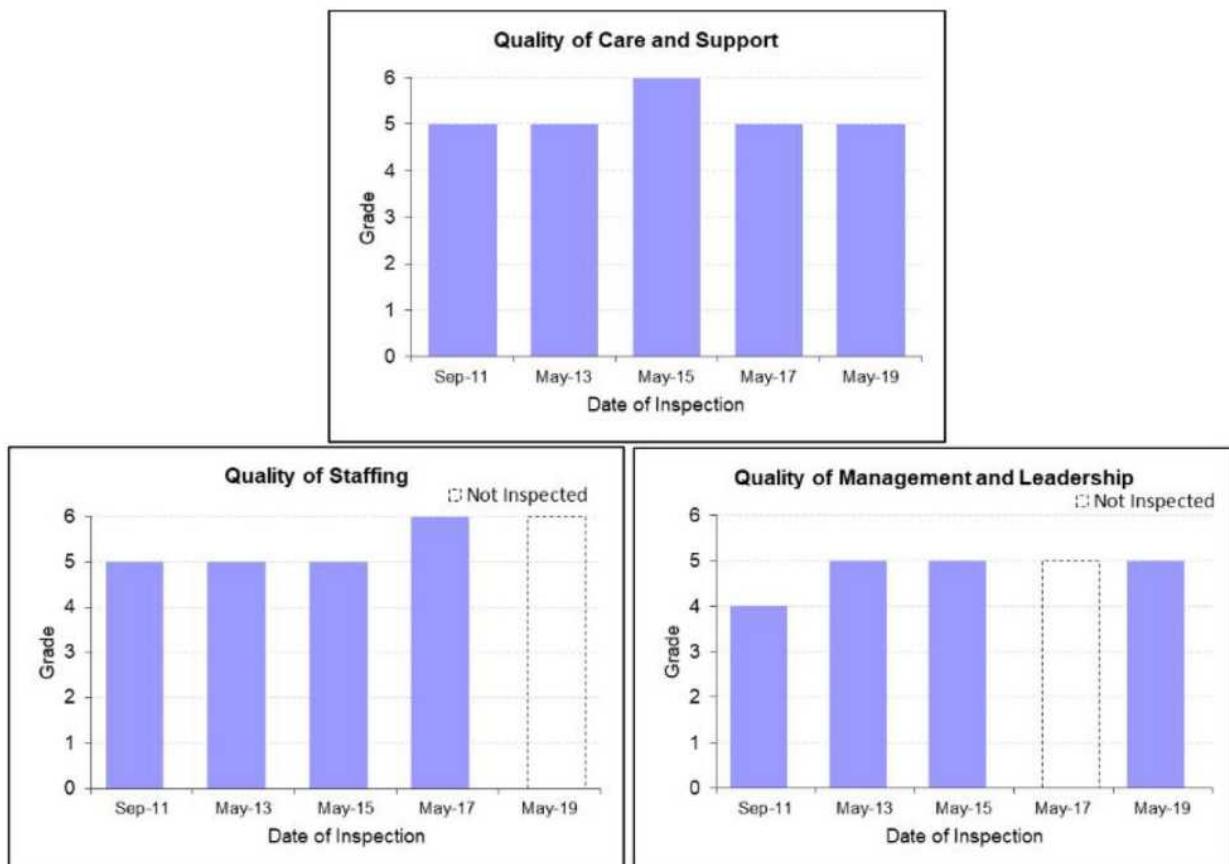
Care Services for Young People

Wellbank House

The Care Inspectorate carried out an inspection of the Council's Wellbank House in May 2019. The inspection was unannounced. Wellbank House provides housing support to vulnerable young people aged between 16-24 years in order that they gain the skills necessary for independent living. The service can accommodate 10 young people. Staff also provide support to young people in satellite flats based in the community.

The inspection found the Quality of Care and Support to be Very Good and the Quality of Management and Leadership to be Very Good. The Quality of Environment and Quality of Staffing were not inspected. The inspection report does not set out any requirements and made one recommendation to improve the information available to young people about how to complain about the service.

Table 42: Grading History - Wellbank



Complaints About Social Work Services

Complaints are an important way of service users letting us know what they think about the services we deliver and are a key aspect of our quality assurance arrangements. We value what people tell us about our services by way of complaints and other customer feedback. Handling complaints effectively is an important part of good customer care. It demonstrates that services listen to the views of people who use those services and also helps identify areas for improvement.

Services have been undergoing significant transformational change to improve the way they deliver services to meet rising demand, public expectation and challenging financial times. This all has a bearing on the number and type of complaints the service receives. 2019/20 has seen an increase in activity across all aspects of social work service delivery.

Table 43: Number of Stage 2 Complaints

	Number of Complaints			Number of Complaints Acknowledged on Target		
	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Adult Services	14	18	25	12	18	24
Children's Services	10	9	15	10	9	15
Total	24	27	40	22	27	39

The findings of complaints are shared with the relevant managers and across management teams to address any specific or cross-cutting issues, recommendations or improvement actions. Key issues from complaints in 2019/20 relate to family members being unhappy with the service being provided to the service user. Some further analysis may be beneficial to fully understand whether there is an issue with the service being provided or whether improved communication at the outset would result in family members having a better understanding of what we are able to provide.

5 Resources

Adult social work and social care	2017/18* £m	2018/19 £m	2019/20 £m
Net Expenditure	52.27	52.21	54.59

* this figure includes the budget for Criminal Justice Services (£2M)

Services for Children, Young People & Families	2017/18 £m	2018/19 £m	2019/20 £m
Net Expenditure	18.26	18.07	18.47

Criminal Justice Services**	2018/19 £m	2019/20 £m
Net Recurring Expenditure	2.154	2.173

** Criminal Justice Services is funded via Scottish Government grant

Swift Replacement

The Council committed £2.7M in the 10-year Capital Budget for 2018-28 for the replacement of the social work case management system, SWIFT. In line with the Business Case, the SWIFT Replacement Project commenced with the recruitment of the Project Manager in April 2019. The SWIFT Replacement Programme Board and Steering Group were also established, and a project delivery team recruited drawing on experienced business support and professional staff. The procurement of a new system is identified as an opportunity to update and refine social work processes and wherever possible introduce more effective and efficient practices which are key to delivering on the Perth and Kinross Offer supporting person-centred approaches.

The project delivery team has mapped out all current business processes across all social work staff stakeholders, engaging representatives of every social work team across the Council and Health and Social Care Partnership. This has informed the development of the high-level product requirements for the development and procurement of a replacement system which will meet current, as well as future needs, and support the effective fulfilment of statutory duties. Scotland Excel is leading on the procurement process for eight Scottish Local Authorities and a local selection process will identify the provider with the best matched product to implement a new social work and criminal justice case management system. Practitioners will be involved in all aspects of the selection process.

The SWIFT replacement project is subject to delays for two main reasons. There has been delays from January 2020 due to a legal challenge to the evaluation process and Scotland Excel opted to rescind the procurement process and to recommence a revised process with a new completion date for July 2020. Further, the COVID-19 pandemic has delayed the process across Scotland for all local authorities participating in the Scotland Excel framework. It is now anticipated that the provider selection process will be completed before the end of December 2020 and the new system procured, rolled out and staff training commencing early in January 2021.

6 Workforce

This section provides evidence of the extensive support for workforce development across social work and social care. Notably, some training and qualifications have ceased due to COVID-19 but much has continued in new and more accessible ways. The work of the Learning and Development team in quickly providing bespoke and accessible training and support to staff who were redeployed into social care roles is highly commendable.

The Learning and Development Team's vision is to enable the best learning experience. The work of the team is grounded in the values of participation and collaboration in order to support services. Key areas of work continued in 2019/20 including Team and Locality Support, Partnership Opportunities and Qualification Support.

Examples of success for the Learning and Development team:

- Increased engagement of Open badges – A way of understanding and measuring the impact of learning through a tiered process. Bronze certificate for attendance, silver for written submission of reflections and Gold for a written submission of implementation into practice – now exploring Platinum for transferring and influencing teams and services.
- A successful SVQ External Verification assessment from SQA and the purchase and use of e-portfolio on line SVQ learning.
- Support for the Mental Health Officer programme – 1 candidate in 2019/20 (Programme suspended during Covid-19 outbreak and to recommence Autumn 20). Working with the programme for next cohort.
- Successful and chosen to be part of the 'Truacanta Project', <https://www.goodlifedeathgrief.org.uk/content/thetruacantaproject/> This project aims to improve people's experience of living with loss, grief, bereavement and care. This sits under the wider Compassionate Communities initiative.
- Along with the South Locality and our Community Engagement Team, we set up some partnership working with Giraffe Perth, a social enterprise group who were successful in applying for funding to start a 'Back to Home' initiative for people who live alone, returning from hospital. This piece of work will be continuing over the next year.
- Community Manual Handling support with Volunteers, Church Groups and unpaid carers and supporting our new associate manual handling trainers to become more confident in the role.
- Joint visits with our OT colleagues to support with Moving with Dignity assessments (Single Handed Care). It's great to hear about people having more person-centred care approaches and having a more dignified life.

Key Challenges for the Learning and Developing team:

- Partnership learning – how are we making best use of what we have to enable learning effectively and efficiently, with a collaborative ethos in a multi-agency partnership – development of this progressing and a partnership proposal is to be submitted Aug 2020.
- Learning Culture - How we best support the organisation and partnership in developing a learning culture, to prioritise learning as a route to enable change, development and improvement, effective use of evidence-based practice.
- Measuring the impact of learning - how we understand to what extent learners implement learning into practice, change habitual behaviour and influence culture change through, self-awareness, critical reflection and demonstration of change in practice.

There is a continuing need to support our skilled and valued staff in new ways as we pass six months of working through the complexities and stresses of COVID-19. The work has not stopped and indeed the demand for social work and social care services has increased as lockdown has been eased and working at pace will continue as winter is approaching. During COVID-19, the additional demands in both adult and children's services have been acute, yet staff have rallied.

They have responded to uncertainty with agility and have been willing to work in new and experimental ways. Almost all services have had to change and adapt to working differently. Staff have been working at home whenever possible and juggling their own childcare when schools were closed. Social care and social work staff made use of the Children's Activity Centre's set up for key workers. New and flexible working patterns have been introduced along with new technology and IT support.

Social care and social work staff need high quality supervision and support. Social work teams are missing direct contact with their colleagues and the positive benefit of close team working within the workplace. First-line managers have worked incredibly hard to maintain good levels of contact with staff to compensate and ensure safe working practices. There is much research which shows the importance of strong teamwork in social work and the remobilisation plans going forward will need to take this into account. For example, the office remobilisation plan for Pullar House has taken account of the Chief Social Work Officer's professional view and ensured priority for social work and social care staff in the Access Team.

In this report, the difficulty in continuing to meet the additional demand pressures in the short to medium term without additional resources is acknowledged. The Chief Social Work Officer has worked with the Council's Executive Officer Team on a solution and to secure four additional social workers for two years to address the higher than usual levels of demand in child protection and children and families social work services.

Accredited Learning

Learning and Development	
Practice Learning:	19 placements, 2 completed sponsored SW qualified route, 2 for Professional Development Award – 1 Current and 1 Complete.
Social work students	Between April 2019 and March 2020, 19 social work students from four universities on placement within the council, 7 assessed placements and 13 observational placements. <i>Council funding supports the team to sponsor two social work assistants on to the Robert Gordon University employed route. A further two students are self-funding, with PKC providing practice learning.</i>
HNC students	Six HNC students were placed in residential and day care services.
Newly Qualified Social Workers:	As of 21.07.20 there are 22 NQSWs across SW services. Notification of NQSWs has improved since presentation at both ASW&SC Forum and ECS DMG.
SVQ Candidates	<ul style="list-style-type: none"> - 13 people completed SVQ 2 (SCQF Level 6) - 4 people completed SVQ 3 (SCQF Level 7)

Details of impact on individual learning and development activities:

Social Work Students: Due to COVID-19, all social work placements in Scotland were suspended by 20 March 2020. This affected 5 student placements; 3 students were within the final weeks of placement and the students were able to complete their qualifications. A further two final year students had completed half of their final placements and their progress was disrupted. All students were required to complete work with service users and leave placement. Students, managers, the Learning and Development team and university partners collaborated to manage this process as smoothly as possible.

Mental Health Officer Training: Sponsorship to the 20/21 programme is still under consideration and delayed as a result of COVID-19. The decision will be based upon the availability of suitable work for students to ensure viable placements which equip staff for the MHO role. The 19/20 programme was suspended due to the outbreak and a return may be possible later in 2020.

Learning to support workforce re-tasking: The Learning website has enabled a learning page for workers who are re-tasked to a role in care on line. Through enablement from senior management we were able to mobilise workforce members across the partnership to contribute to developing the resource, <http://www.pklearning.org.uk/COVID-19-LEARNING-CONTINGENCY/>

SVQ: COVID-19 had the effect of changing priorities for staff and, some finding a change of duty or re-tasked to support the people of Perth & Kinross and the service. This reduced and delayed work on qualifications. We have explored alternative means of planning, assessing and gathering evidence and are still in process of developing strategies as directed by SQA and SSSC to support candidates through this period. This includes creative ways to support observations of practice.

Face to face sessions have been cancelled during the pandemic, and the team quickly and creatively developed on line resources, exploring the use different media to support learning and facilitate on line conversations. The new arrangements take account of the impact of not being in a room with people and the experience of learning together, understanding the ambience in the room and feeling closely connected is missed by staff and partners.

We are developing our use of Microsoft Teams and other on-line collaborative functions to attend meetings, develop and share with teams, services and partners.

It is notable that since the outbreak of COVID-19 and the availability of 'Microsoft Teams' that the attendance of people at training sessions has increased. The feedback has been that there has been time to do this due to less time travelling. Manual Handling learning sessions for workforce re-tasking and recruitment during COVID-19 have continued face to face as it is not possible to complete this practical work on line. The images below demonstrate how new safety measures have made this possible.



Child Protection Training and Development

All CPC inter-agency child protection staff learning and development opportunities continue to be compliant with [National Guidance](#), which we have translated into our robust and dynamic [CPC Inter-Agency Child Protection Learning and Development Framework](#).

The following is an analysis of the inter-agency child protection staff learning and development opportunities delivered throughout the year until this was paused in March 2020:

Table 44: Numbers of staff taking part in CPC development programme. Each course took place twice during the year

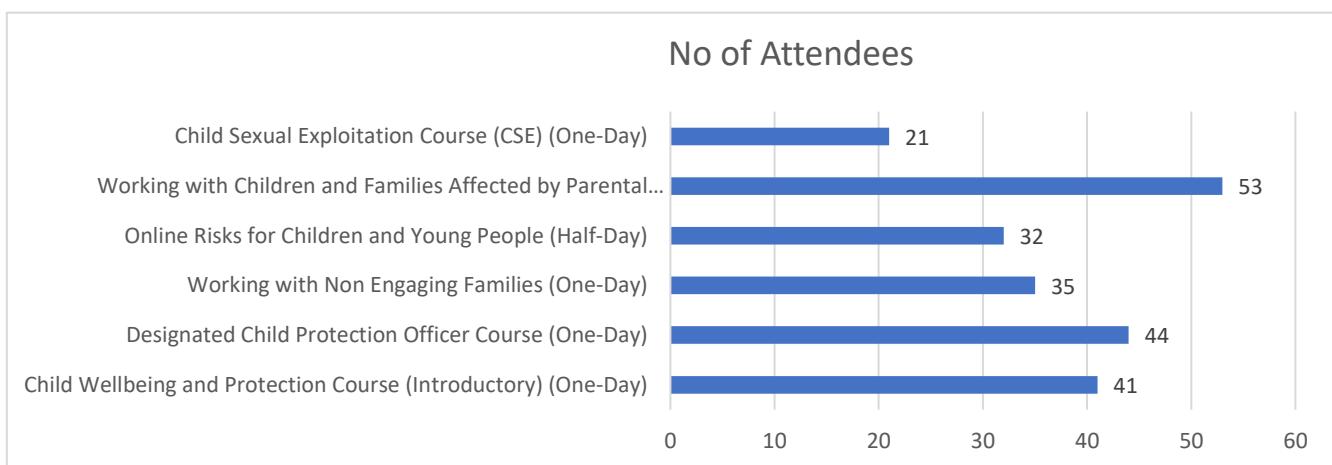
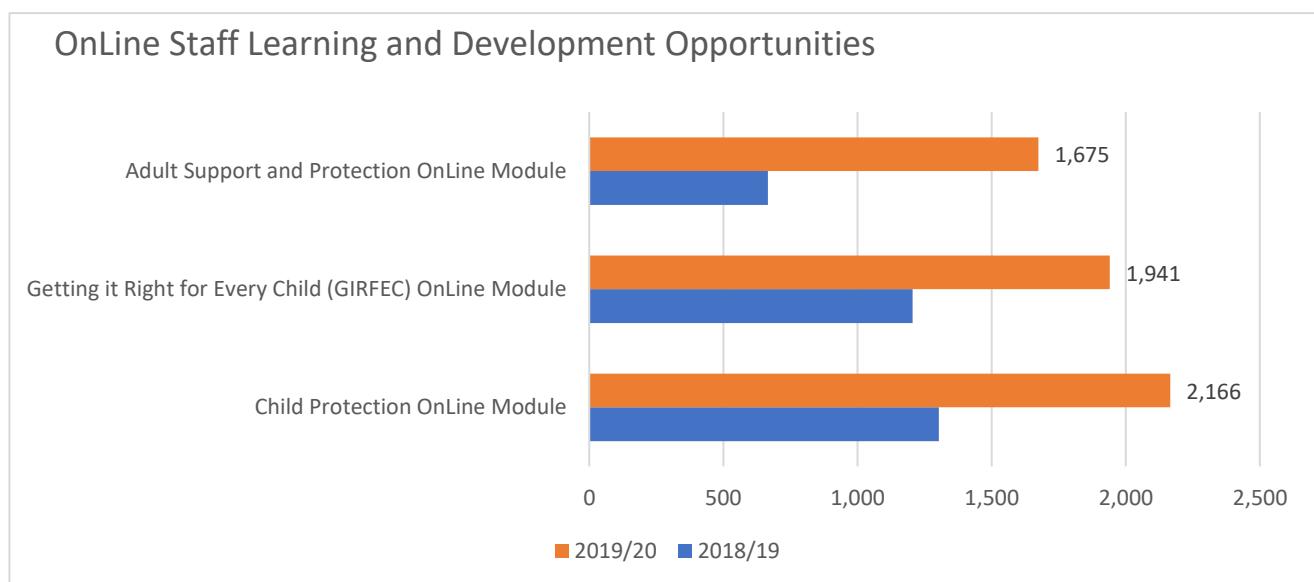


Table 45: Numbers of staff taking part in CPC on line development programme.



The following provides a summary of learning activities throughout 2019 / 2020:

- continued to develop and promote the public-facing P&K Child Sexual Exploitation [CSE Webpages](#)
- continued to promote awareness and understanding of CSE on the PKC / CPC Social Media Platforms (Facebook and Twitter)
- continued to develop and distribute a wide range of existing and new, bespoke / specific [CSE information and advice leaflets](#)

- continued to promote and roll-out the NSPCC "[Speak Out Stay Safe Schools Programme](#)" to all PKC Primary Schools
- continued to support the annual GIRFEC - Keeping Your Child Safe events in Perth; with this year's event having taken place on 5 March 2020
- continued to support our multi-agency CSE Training Champions to deliver inter-agency CSE training sessions to staff
- developed and currently testing a P&K Child Sexual Abuse / Child Sexual Exploitation Screening Tool for use by frontline staff
- developed a more pro-active / intelligence-led approach to return interviews and missing children

Going forward, the CPC will continue to consolidate its work on tackling CSE, and whilst focussed on prevention and awareness raising, it plans to support staff further with additional CSE practitioner toolkits and staff learning and development opportunities.

7 Recovery and Renewal

This report begins to tell the story of the impact of COVID on our most vulnerable citizens, those who need access to high quality care and support in their daily lives, those who are at risk of harm without intervention and those who may pose a risk to others without risk management. There is still much to learn about the extent of that impact and its longevity.

It is clear that social work and social care services continue to be in a response phase to the global pandemic. The additional demand pressures are noticeably impacting on our services and it is likely that there is more to come to the fore as people contend with personal difficulties that have remained hidden during lockdown and beyond. Our staff are telling us that not only has this meant that they are experiencing higher numbers of people in distress or requiring support but also that these personal challenges are more acute or more entrenched than they would normally deal with.



This report emphasises the essential and important role that social work and social care services have had in supporting our communities throughout the response phase. These services were designated as essential to continue from the outset and managers and staff worked quickly to put in place contingency and continuity plans which took account of the risks of severe staff shortages. The biggest areas of concern and risk were in maintaining sufficient capacity in social care and in care at home and care homes particularly. A collaborative approach to identifying and redeploying staff across services was adopted and pressures resolved successfully.

Thankfully the lockdown measures successfully contained the extensive spread of the coronavirus and the worst case scenario of large numbers of staff being rendered sick or unable to work did not materialise.

Without exception, social work and social care staff have responded positively and flexibly to the challenges, constraints and opportunities of COVID-19. The closure of day services, respite care, schools, early learning and childcare centres, offices and bases for social care and social work staff in March 2020 (in line with national guidance) brought huge operational challenges. New ways of delivering effective assessment, planning and support through online and digital technologies as well as the continuation of essential support for people with care and protection needs and contact points were put in place quickly. During lockdown we have continued to deliver these essential services and develop new ways of working to achieve these. This report begins to identify those new working practices which are more effective and which need to be maintained and developed further as part of our recovery and renewal.

The Council, along with its partners and volunteers, has been responding to the impact of the COVID-19 virus in Perth and Kinross for over 6 months. The impact of the virus on all elements of

the community has been considerable and will continue as the lockdown restrictions are eased and further measures such as Test and Protect are introduced.

The Council has adopted a set of principles, which signal change, and which are in line with the Perth and Kinross Council and Kinross Offer. These principles underpin a new and improved future, working in partnership with our communities, businesses and employees. The intention is to build a fairer and more sustainable economy and society by:

- Being ambitious and agile in our approach and thinking to develop the Offer and deliver a bold vision for everyone to live life well and maximise the wellbeing of our people, economy and communities.
- Enabling a culture of possibility, opportunity and capability by listening to what matters and embracing everyone in our community as having something to “Offer”. We will address inequalities and focus on areas of specific need.
- Being inclusive, developing joined up solutions and integrated approaches with all, connecting forms of resources together in new and productive ways.
- Treating everyone with kindness, compassion, respect and dignity. Nurturing a think yes culture, we will act upon our values, and reflect upon our learning and progress to enable continual development.

This annual report is a demonstration of these principles already in action across our social work and social care service workforce at a time when they have been dealing with unprecedented demands as a result of the impact of the COVID-19 pandemic. Their commitment to changing and improving lives and their flexibility and adaptability is tremendous.

Glossary

AAASG	All Age Autism Strategy Group
ADP	Alcohol & Drugs Partnership
AP	Adult Protection
APC	Adult Protection Committee
APCC	Adult Protection Case Conference
ASC	Autism Spectrum Condition
ASD	Autistic Spectrum Disorder
ASP	Adult Support and Protection
ASIST	Applied Suicide Intervention Skills Training
BAAF	British Association for Adoption and Fostering
BMIP	Business Management & Improvement Plan
BPD	Borderline Personality Disorder
CAB	(Perth) Citizen Advice Bureau
CAMH	Children and Adolescent Mental Health
CCR	Child Concern Reports
CELCIS	Centre for Excellence for Children's Care and Protection
CHD	Chronic Heart Disease
CHP	Child Health Partnership
CJA	Criminal Justice Authority
CJOIP	Community Justice Outcomes and Improvement Plan
CJS	Criminal Justice Service
CJSW	Criminal Justice Social Work
CLD	Community Learning & Development
CMHT	Community Mental Health Team
COG	Chief Officer Group
COPD	Chronic Obstructive Pulmonary Disease
CPO	Child Protection Order
CPCC	Child Protection Case Conference
CPP	Community Planning Partnerships
CPO	Community Payback Order
CPR	Child Protection Registration
CSA	Child Sexual Abuse
CSE	Child Sexual Exploitation
CSP	Children's Services Plan
CSO	Compulsory Supervision Order
CSWO	Chief Social Work Officer
CYP&FP	Children, Young People and Families' Partnership
CYRO	Children and Youth Rights Officer
ECS	Education & Children's Services
EDC	Emergency Detention Certificate
EFQM	European Foundation for Quality Management

FYI	Fun Young Individuals
FLR	Front Line Resolution
GP	General Practitioner
GDPR	General Data Protection Regulations
GIRFEC	Getting It Right for Every Child
H&SCI	Health and Social Care Integration
H&SP	Health & Social Care Partnership
HART	Home Assessment ad Recovery Team
HEAT	Health Improvement Efficiency Access to services and Treatment
HMP	Her Majesty's Prison
HRARG	High Risk Adult Referral Group
IAPK	Independent Advocacy Perth & Kinross
ICR	Initial Case Review
ICSP	Integrated Children's Services Plan
IJB	Integrated Joint Board (for Health and Social Care)
ILG	Independent Living Group
IRD	Inter-Agency Referral Discussion
IRF	Integrated Resource Framework
IRISS	Institute for Research and Innovation in Social Services
ITT	Independent Travel Training
LAC	Looked After Children
LSI	Large Scale Investigations
MA	Modern Apprentice
MAP	Multi-Agency Plan
MAPPA	Multi Agency Public Protection Arrangements
MASG	Multi Agency Screening Group
MEAD	Minority Ethnic Access Development Project
MECOPP	Minority Ethnic Carers Of People Project
MHO	Mental Health Officer
NHS	National Health Service
NPS	New Psychoactive Substances
NRS	National Records of Scotland
OT	Occupational Therapy
OWLS	One-Stop Women's Learning Service
PAN Tayside	Perth, Angus and Dundee Councils across Tayside
PB	Participatory Budgeting
PG5	Priority Group 5, Tayside Regional Improvement Collaborative
PKAVS	Perth & Kinross Association of Voluntary Service
PKC	Perth & Kinross Council
PRTL	Post Registration Training and Learning
RASAC PK	Rape and Sexual Abuse Centre Perth and Kinross
REACH	Resilient; Engaged; Achieving; Confident; Healthy

ROSC	Recovery Oriented Systems of Care
SCR	Significant Case Review
SCRA	Scottish Children's Reporter Administration
SIMD	Scottish Index of Multiple Deprivation
SDS	Self Directed Support
SLA	Service Level Agreement
SMHFA	Scotland's Mental Health First Aid
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SMT	Senior Management Team
SOHCG	Strategic Oversight of Care Homes Group
SPS	Scottish Prison Service
SQA	Scottish Qualifications Authority
SSSC	Scottish Social Services Council
START-AV	Short-Term Assessment of Risk and Treatability: Adolescent Version
STDC	Short-Term Detention Certificate
SUSE	Scottish Union for Supported Employment
SVQ	Scottish Vocational Qualification
TCA	Tayside Council on Alcohol
TCJA	Tayside Criminal Justice Authority
TEC	Technology Enabled Care
TISS	Tayside Intensive Support Service
TRIC	Tayside Regional Improvement Collaborative
TSMS	Tayside Substance Misuse Services
UBB	Unborn Baby
VPR	Vulnerable Person Reports
VPD	Vulnerable Person's Database
YTS	Young Carer Statement